SEPTEMBER 16, 1960 PART 1 OF TWO PARTS 50¢

ales anagement

THE MAGAZINE OF



Page 35

9 Hot Potato Problems in Mergers

Why Not Train Salesmen Down [illegible]

Somewhere west of Madison Avenue

Somewhere west of Madison Avenue there's a household-running, family-raising girl who can tell you all about The Ladies' Home Journal.

The truth is, the Journal is edited for her. When the Journal speaks, she listens.

It's written to her. Intelligently, out of respect for her intelligence. Directly, because she has no time for indirection. Helpfully, because with kids in her arms and on her back and under her feet and rarely off her mind, she can use help.

It's made for her. Paced for the girl who can't stand pat. Tailored for the girl who can't stand fat -- especially in a magazine. (But fashioned, gratefully, for the girl with a little meat on her bones, who appreciates same in her reading.)

She may have an eye for the Guggenheim -- but she can shop the grocery store blindfolded. She may have a taste for good art--but she devours good advertising. She and her family wear out more clothes and take out more insurance and pick out more furniture and try out more cereals and shell out more money than almost anyone else you can think of.

In her house, it's the woman who pays -- and pays and pays and pays. She's got the wherewithal (Journal readers are richer.) She'll find plenty to do with it (Journal readers are younger -- and more acquisitive.)

Somewhere west of Madison Avenue, there are 6,300,000-plus of her. On the mainland. In the mainstream. Where, when you're in the Journal you're really in.



When the Journal speaks-women listen

the slipsheet

For issue of Sept. 16, 1960

an informal "f.y.i." before you read the issue

Have you ever been invited to subscribe to Sales Management magazine? Probably not, if you labor in the agency or media vineyards. Are we being snobbish? No. Do we have media and agency subscribers? Yes. But we don't actively solicit their subscriptions. Reason: Sales Management is edited for the clients of media and advertising agencies.

So, if you're in the media business, or the agency field, remember that Sales Management is for your customers, not for you.

Here, for example, is a random sample of executives who do subscribe (at $10.00 yearly) to the magazine. In fact, we're showing the titles and company affiliations of executives who were among the first to subscribe or renew in the first few days of last month. How many of them are your customers? Or should be? Or could be?

FORD MOTOR CO.
Vice-President, Lincoln-Mercury

VOLVO IMPORT, Inc.
General Manager

GENERAL MOTORS CORP.
General Sales Manager, Chevrolet
Sales Manager, Delco-Remy Div.

CHRYSLER CORP.
Director of Administration

NORTHWEST AIRLINES, INC.
Director Passenger Sales

CONTINENTAL AIRLINES, INC.
Vice-President, Sales

STUDEBAKER-PACKARD CORP.
Asst. General Sales Manager

BELL & HOWELL CO.
Vice-President, Marketing

CHAMPION SPARK PLUG CO.
President

GENERAL FOODS CORP.
Nat'l Sales Manager, Jell-O Div.

PARK & TILFORD DISTILLERS CO.
Executive Vice President

PET MILK COMPANY
Vice-President, Marketing

THE HERTZ CORP.
General Sales Manager--Car Leasing

WESTINGHOUSE ELECTRIC CORP.
Sales Manager, Lamp Div.

MINNESOTA MINING & M'FG. CO.
General Sales Manager

BENJAMIN MOORE & CO.
Vice President, Sales

SHWADER BROS., INC.
General Sales Manager

HOTPOINT CO.
Marketing Manager, Refrig.

CARNATION CO.
General Sales Manager

MORTON SALT CO.
General Sales Manager

GENERAL ELECTRIC CO.
Sales Manager--Home Laundry

DUNLOP TIRE & RUBBER CORP.
Sales Manager

NESTLE COMPANY, INC.
Sales Manager

WILSON SPORTING GOODS CO.
Vice-President, Sales

...and many, many more.

# # #

The Publishers

Sales Management
THE MAGAZINE OF MARKETING
630 THIRD AVENUE • NEW YORK 17, NEW YORK
YUkon 6-4800

"the slipsheet" is included only in complimentary copies.

The only reference with more important names is WHO'S WHO



1 **The Directory of Manufacturers** pinpoints the *exact* WHAT that hardware men are interested in.

2 **Your free identification listing** puts your *NAME* at the finger tips of buyers who want the products you make.

3 **Your Classified Ad,** placed immediately beneath your free listing, will pinpoint buyer attention on *your* products. Will tell buyers on the spot that you have what they want.

So give your hardware products top sales impact in the *Directory of Manufacturers*, Volume 1, *Hardware Retailer* CATALOG SERVICE with a classified ad.

Take FULL advantage of this effective marketing service by getting your catalog sheets permanently bound into departmentalized CATALOG SERVICE volumes. In alphabetical order for your specific product. Conveniently on hand every time a buying decision is made.

Send for your copy of this valuable CATALOG SERVICE Fact File today.

HARDWARE RETAILER CATALOG SERVICE



Hardware Retailer, CATALOG SERVICE
964 N. Pennsylvania Street
Indianapolis 4, Indiana
Gentlemen: Please send me _____ copies of your Catalog Service Fact File, S.A.P.

Name _____
Title _____
Firm _____
Address _____
City _____ ( ), State _____



RE: A GOSSAMER INTANGIBLE

Beneath the beat, beat, beat of the tom-toms lurks the haunting suspicion there must be a far better way to communicate about such a gossamer intangible as *editorial quality*.

It's great. We have it. But what is it?

We think it's what people pay for when they subscribe to a publication. And, like most diaphanous things, it can be measured, if not described.

We think the best measurement of any businesspaper's editorial quality is the number of readers who *pay* to read it. This means they value it, want it. It has that vital intangible called quality. Quality enough to move people to buy it. Quality enough to surround your advertising with reader interest. Quality enough to complement its appeal with the appeal of sound, wanted editorial. Quality enough to deliver a live, interested, paid audience. Just the right quality, in short, for the particular reader who reads it—and the advertiser who wants to reach him.

To find it in a businesspaper, look for the ABP symbol. It is, uniquely, the symbol of that gossamer, diaphanous, tremendously vital and elusive intangible known as quality. And most often, you'll find, it has bred the *quantity* your advertising needs.

THE ASSOCIATED BUSINESS PUBLICATIONS ABP

The plus value of paid circulation is "wantedness"

Sales Management
THE MAGAZINE OF MARKETING

September 16, 1960 **CONTENTS** Vol. 85, No. 8

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Executive Offices: 630 Third Ave., New York 17, N. Y., YUkon 6-4800

HIGHLIGHTS

PRIVATE LINKS OF SOME BIG PUBLIC RIVALS

A look at their $2.5-billion advertising activities might suggest that the top 100 national advertisers were out to kill private-brand rivals—but look again, at the familiar names behind many of those private-branded products. . . . Page 35

'RENTED' SALESMEN STAGE 15-DAY BLITZ

Everything was lined up when Dow took the wraps off its secret new product—except the dealers who would handle it. So the company rented 236 temporary salesmen, set the scene in 15 days. Page 79

SALES REPORTS BY MACHINE

Now that Raytheon's marketing department has discovered data processing for its sales reports, a complete sales picture, with much information not hitherto feasible to tabulate, is readily available. Salesmen, freed of statistical labors, concentrate on selling. Page 62

PACKAGING ROUNDUP

To aid the marketer in his use of packaging and product design as a marketing tool, SM has launched a new department to appear from time to time (page 123 this issue) covering the latest trends in these rapidly moving areas. . . . As a special packaging report the Oct. 21 issue will carry the first part of a 3-part survey of consumer likes and dislikes in today's grocery packages. Parts II and III will follow in Nov. 4 and Nov. 18 issues.

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when it's a case of going places... *in style!*



it's a **Tufide** **Tra-Valise**



No matter how many thousands of miles you "log" each year, this molded, slim, beautifully contoured case will always do you proud. TUFIDE "Tra-Valise" is virtually indestructible, always looks smart, neat, new, businesslike, thanks to Stebco patented features. It's lightweight, easy to handle and carry . . . holds business papers plus change of clothing . . . is dust and moisture proof. Also available with modifications for your specific needs.

Important feature: the one-piece aluminum frame with the patented "Handle-Lock" . . . locks open and closes instantly, securely, with a single touch.

See "Tra-Valise" at your favorite store or write

STEBCO PRODUCTS
Chicago 7, Ill.

Custom Cases, too, especially designed with your business in mind



out of every
100 families
own their own
homes in

REMARKABLE ROCKFORD

Little wonder it's called *Remarkable* Rockford! With paramount interest in owning their own homes, it's not surprising so many Rockford industries are "home-grown." And with money to spend and to invest it's understandable how Remarkable Rockford's retail sales lead the state, outside Chicago. Get your full share. Advertise in the...

ROCKFORD MORNING STAR
Rockford Register-Republic
Finest FULL COLOR Facilities

Sales Management

Executive Offices: 630 Third Ave., New York 17, N. Y., YUkon 6-4800

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Audit Bureau of Circulations · Associated Business Publications · National Business Publications · Magazine Publishers Association

SALES MANAGEMENT is published the first and third Friday of every month except in May, July, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Second-class postage paid at East Stroudsburg, Pa. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 630 Third Avenue, New York 17, N. Y.

SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production office: 1212 Chestnut Street, Philadelphia 7, Pa. WAlnut 3-1700; Philip Harrison, Publisher; Robert Lewin, Editor.

Copyright, Sales Management, Inc., 1960



Among the nation's 20 largest markets Milwaukee ranks

sixth in food store sales per family

THE SELLING'S FINE IN MILWAUKEE! With net personal income averaging $50,000,000 weekly, Milwaukee has quite a spendable attitude. The food bill alone amounts to more than $7,000,000 each week.

With coverage of 9 out of 10 homes, The Milwaukee Journal exerts strong influence over the big spending of Metro Milwaukee's 1,189,000 people. Milwaukee retail grocers know the selling power and economy of this saturation, one-paper coverage . . . concentrate 90% of their advertising dollars in The Milwaukee Journal.

MEMBER OF MILLION MARKET NEWSPAPERS, INC. — Offices: New York, 529 Fifth Avenue; Chicago, 333 N. Michigan Blvd.; Detroit; Los Angeles; San Francisco.

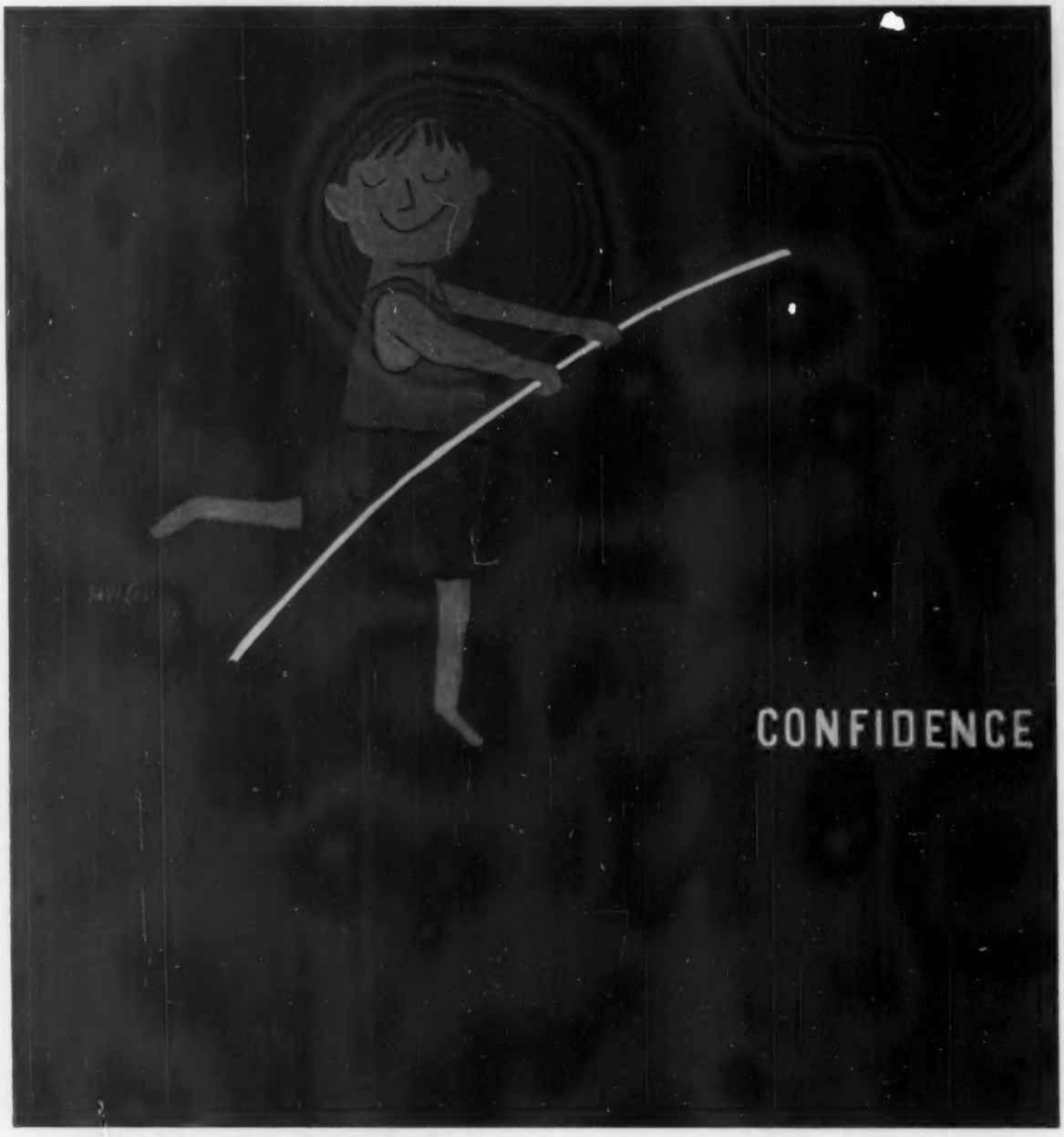
ANY WAY YOU LOOK AT IT— MILWAUKEE IS A TOP TEN MARKET

Median income per family	5th
% of families with incomes over $7,000	6th
Median value of single dwelling units	4th
Retail store sales per family*	2nd
Automotive sales per family	5th
General merchandising store sales per family	5th
Eating-drinking place sales per family	2nd

*Excluding mail orders and other nonstore sales

with coverage of 9 out of 10 families . . .

THE MILWAUKEE JOURNAL DELIVERS THE GOODS IN MILLION MARKET MILWAUKEE!



The confidence the people of Greater Philadelphia have in the contents of The Evening and Sunday Bulletin is based on years of close association.

Readers look to this newspaper for more than news and features. They find here the full picture of their community life. In a good many respects, The Bulletin is Philadelphia.

What does this mean to advertisers? It means that, in the growing seven billion dollar Greater Philadelphia market, your sales message in The Evening and Sunday Bulletin enjoys a unique and extra "bonus" . . .

You buy belief when you buy The Bulletin!

THE PHILADELPHIA BULLETIN A member of MILLION MARKET NEWSPAPERS, INC. Advertising Offices: New York 17, 529 Fifth Ave.; Chicago 1, 333 N. Michigan Blvd.; Detroit 2, New Center Bldg.; Los Angeles 5, 3540 Wilshire Blvd.; San Francisco 4, 111 Sutter St. ***IN PHILADELPHIA NEARLY EVERYBODY READS THE BULLETIN***

-SM NOTES FROM THE EDITOR'S SIDE POCKET

Throwing Money Down a Well

Our readers are wonderful. They expect us to know everything. To wit: The morning mail brought a letter which quoted from an item in Executive Digest magazine. The item said that a billion dollars was a lot of money. In fact, if you stood at the edge of a well and dropped in a silver dollar every second of every hour, without stopping day or night, it would take you 32 years to drop in a billion dollars.

Our correspondent asks: "How big a well would you need to hold a billion dollars?" Of course, we held an editorial conference on the query. It ran right through lunch, too.

"To find how big a well is needed," we wrote our subscriber, "first find a teaspoon that will hold a volume of dirt that is exactly the same as the volume of a silver dollar. Then, grasping the spoon firmly, scoop up one billion teaspoonfuls of dirt. You will then find yourself in a hole that is precisely the size needed to contain one billion silver dollars!" . . . Next question, please.

Sales Executives Among the Poorest Salesmen

When they are trying to sell their own services, sales execs rate low in ability in the initial stages of the campaign. That's the considered opinion of Hank Astwood, who directs the job service activities of the Sales Executives Club of New York. Recently he has examined 1,300 résumés on file from sales execs who are job hunting, and "90% don't have five cents' worth to sell."

Many of the jobless execs are out in the cold now, not through incompetence but because of mergers and other corporate reorganizations. Looking for a job was about the last thing they expected—then BOOM—and their services are no longer required. First they tend to wait for jobs to come to them—with a little discreet pushing from their friends. When that doesn't work, they go to a counselor or executive placement agency and admit they're available, at an asking price usually above their former peak. But buyers of executive talent these days enjoy an embarrassment of riches, with so many applicants, and soon the job seeker becomes panicky because the only offers he gets are for less than he had been earning. One of the most frequently repeated mistakes, according to experts, is to depend upon a résumé that concentrates on what the man *has* done. Most employers are interested only in what he *can* do—for *them*. Job seekers should face up to the fact that their problem is much the same as marketing a new and unknown product and that they must make the buyer want the "new product" more than he wants his dollars.

It might be prudent for all of us who are employees rather than owners to examine ourselves periodically and ask the question, "What would I do if I lost my job today? What would be my best markets? What would be my best talking points?"

Corn and the Coonskin Cap

Eugene Whitmore, who spent many years as an editor of SM in its early days, and is now a successful free-lance writer of articles and books, is as burned up about Estes Kefauver as I hope you were after reading our July 16 feature. But Gene *did* something about it. He wrote to the Yale graduate in the coonskin cap and asked him bluntly why he assailed business with such apparent glee.

"You [Kefauver] take the price of the crude drug from which aspirin is made—take the price by the barrel, then compare it with the price charged after it has been packaged in 15¢ units, with the



. . . it's as easy and productive as panning in Fort Knox! Put your product story before the readers of INDUSTRIAL EQUIPMENT NEWS. There are nearly 80,000 of them . . . important, multi-functional executives from all phases of U.S. industry . . . from more than 40,000 plants representing more than 4/5ths of the gross national product!

With circulation like this — an exclusive circulation built on Thomas Register's continuing census of U. S. business and businessmen — you reach *all* U. S. markets for your products, *including* the ones you now sell and hope to sell in the future.

You owe it to yourself to get all the facts on this exciting, resultful medium — and you can: just ask for our latest Media Data File.



good for selling . . . because it's used for buying!

BPA NBP

INDUSTRIAL EQUIPMENT NEWS
461 Eighth Avenue, New York 1, N. Y.
Thomas Publishing Company
Affiliated with Thomas Register

"LITTLE PEOPLE" ARE WATCHING!

Talk about reaching influentials! Every weekday, thousands of *brand-conscious* kids come to attention for WHO-TV's popular children's shows.

At mid-day the "Cartoon Town" segment (12:10 p.m.-12:40 p.m.) of Family Theatre sets the pace with No. 1 position in both homes reached and metropolitan ratings (see ARB below). And in the afternoon, the cartoon and comedy segment (4 p.m.-4:45 p.m.) of Early Show is tops in all departments.

Announcements in these popular WHO-TV shows are available at a phenomenally low cost per thousand!

WHO-TV's excellent station-time "program mix" attracts *every* segment of the Central Iowa audience morning, afternoon and night. One of America's greatest film libraries* helps get the job done!

Whether you want *little* people, *big* people or *both*, WHO-TV reaches them all in Central Iowa. Ask your PGW Colonel for specifics!

• • • • • • • • • • • • • • • • •

**MGM Package ★ WARNER BROTHERS "Vanguard" ★ "Showcase Package" ★ NTA "Dream," "Champagne," "Lion" ★ SCREEN GEMS "Sweet 65" ★ HOLLYWOOD TELEVISION SERVICE "Constellation" ★ M and A ALEXANDER "Imperial Prestige" ★ PARAMOUNT LIBRARY and others.*

• • • • • • • • • • • • • • • • •

ARB SURVEY

Des Moines Television Audience • June, 1960

	SHARE OF AUDIENCE — MONDAY-FRIDAY (AVERAGE PER QUARTER HOUR)			
	12:10 p.m.-12:40 p.m.		4 p.m.-4:45 p.m.	
	Total Homes	Children Viewing	Total Homes	Children Viewing
WHO-TV	59.0%	48.5%	42.1%	42.3%
Station B	33.3%	18.2%	24.8%	36.4%
Station C	7.7%	33.3%	33.1%	21.3%

WHO-TV is part of Central Broadcasting Company, which also owns and operates WHO Radio, Des Moines WOC-TV, Davenport



WHO-TV

Channel 13 • Des Moines

NBC Affiliate

Col. B. J. Palmer, President
P. A. Loyet, Resident Manager
Robert H. Harter, Sales Manager



Peters, Griffin, Woodward, Inc., *National Representatives*

druggist—the final six feet of a 1,500-mile journey—getting perhaps 5 cents of the consumer's 15 cents.

"Not long ago I figured that corn, when purchased as Kellogg's corn flakes, costs $16 a bushel. Cotton that brings 30 cents in the fields costs about $4 a pound when made into a shirt. But here is the big point: *None of the varied buyers, processors, packers, brokers, wholesalers or retailers enjoy an unfair profit in these products.*

"Cotton in the field, corn on the cob, aspirin in the barrel lack the economy of form, time and place—and it costs a heap of money to add these extra values. With every good wish, but a sincere hope that you stub a toe on your fight against business, I am . . ."

That Christmas Gift

It will be some time before the newspapers start telling you how many shopping days before Christmas, but it is not too early to be thinking about your shopping for corporate business gifts—and last week the postman brought you a helpful guide for this in Sales Management's Sept. 10 Business Gift issue. You will find in both editorial and advertising pages several hundred ideas for sound-and-sane remembrances to your own people and to customers.

Following the public airing on vicuna coats and "payola," there was a flurry of discussion on where a well-meant remembrance left off and a business bribe began. One Federal legislator introduced a bill (it got nowhere) pegging the price at $10 wholesale. Some additional firms, but relatively few, issued ukases that their employees could not, under pain of dismissal, accept presents from suppliers. Others joined the minority groups of those companies that either ignore Christmas giving or make contributions only to charities.

But so ingrained is the spirit of Christmas giving that the biggest changes brought about by the scandals mentioned above were in the refinement of lists (elimination of waste), greater thoughtfulness in the selection of items, and more care in the preparation of the message accompanying the gift. Too many companies ignore the importance of the latter factor. After all, if it's to be a corporate gift, the corporation ought to benefit from it, and too often in the mix-up always accompanying the opening of Christmas parcels the receiver asks himself, "Now who sent me that?" We don't think it is over-commercialization to make it clear, in a graceful way, who sent what. Usually this is best accomplished by an accompanying letter or a special card, sometimes by an imprint on the gift itself.

Far, Far from Saturation

The publishers of *U. S. News & World Report* commissioned Crossley, S-D Surveys, Inc., to make a study of their subscribers, under the consultation services of the Advertising Research Foundation. Among other things it disclosed that 47.2% had family income in excess of $10,000. I mention that largely because here is a good cross section of high-income families; yet only 33.2% of the magazine's subscribers have air conditioning in their homes, which seems like an amazingly small figure for such an elect group. It's hard not to become enthusiastic about the future potentials of such an industry, for once you get the air conditioning habit you are really hooked. In my co-op apartment we started out with one unit and now we have four. But the survey findings point up the fact that the process of education is slow—in selling *any* postponable product. Seldom does a prospect buy on the first solicitation.

Phil Salisbury

This is a Green-eyed Brand-switcher



A bird in the hand is still worth you-know-what

. . . it *still* costs less to keep a customer *sold* than to sell a new one.

Let us show you how to keep your customers sold—how to build business that repeats *and repeats* —with your own *customer engineered* premium plan.

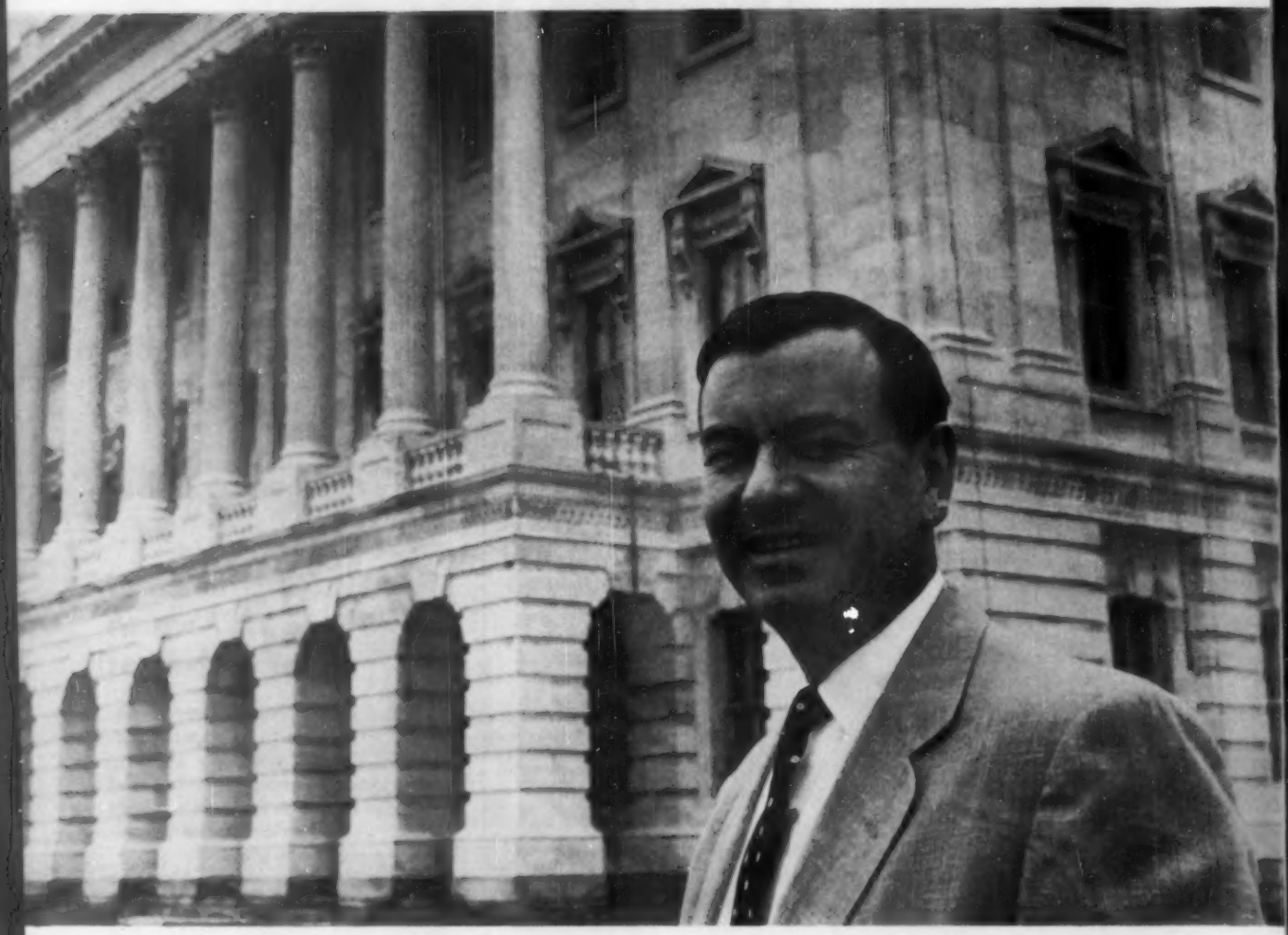
Cost? *You* decide that. You pay for your individually-tailored premium service plan *after* you profit from it. Not before. Let us tell you more.

Write, wire or phone *collect*—ATlas 8-9315. Dept. S-9.

The Premium Service Co. Inc.
Founded 1897
SUBSIDIARY OF
THE CURTIS PUBLISHING COMPANY
195 North St., Teterboro, N.J.

Why are so many important people reading Nation's Business?

(Senators, for example)



Senator Herman E. Talmadge *(Dem., Georgia)—brought the* NATION'S BUSINESS *article, "Right to Speak Prevents Tyranny by Majority," to the official attention of his colleagues in the Senate by having it reprinted in the Congressional Record.*

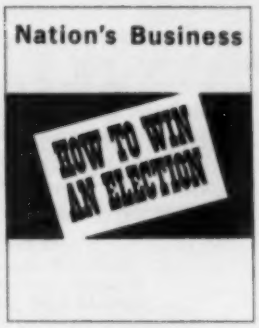
* * *

Balance of information and opinion is as important to legislators as it is to businessmen—and it's also an important characteristic of NATION'S BUSINESS. Senator Talmadge—and many other congressmen—find NATION'S BUSINESS a source of reasoned, temperate, sometimes almost judicial opinion on important issues of the day.

Businessmen, too, appreciate its objectivity in the handling of events in Washington and the world that affect the course of business. Each month, some 750,000 presidents, owners, partners and other top executives in more than 500,000 business firms across the country turn to its pages for a useful look ahead at issues, developments and legislation that will shape the business future.

This background of objective, useful information for businessmen is one reason why NATION'S BUSINESS is 14% ahead of last year in advertising pages.* It's also one reason why advertising in NATION'S BUSINESS can build a favorable corporate image for your company . . . create acceptance for its products . . . announce new policies . . . or produce leads and make direct sales calls on more of the nation's businessmen than you can reach with any other management magazine.

**First 7 months.*



ADVERTISING HEADQUARTERS,
711 THIRD AVENUE, NEW YORK 17, N. Y.

YOU ADVERTISE IN NATION'S BUSINESS...TO SELL MORE OF THE NATION'S BUSINESS

"You can save more than half at our newest low rates; and perhaps even more on heavier weights"

—says the Railway Express Eager Beaver



New low rates apply on a large number of commodities—and savings are substantial, up to 60% in some instances. And there's no extra charge for door-to-door delivery within published limits. Keep this in mind when you're shipping or receiving. Call your local Railway Expressman today for details of our Eager-Beaver Service! (You get Eager-Beaver Service when you ship Air Express, too!)

LET THE EAGER BEAVER DO IT!

RAILWAY EXPRESS AGENCY

RAIL • AIR • SEA • HIGHWAY

Cops, Ambassadors, Truck Drivers: They All Wear Girdles!



You'd be surprised. You'd be surprised if you knew how many American men are walking around in their wives' girdles—with the garters cut off, of course. You'll be even more surprised to hear that some 250,000 men are wearing girdles they bought for themselves, girdles they bought by mail from a single company.

We had our eyebrows raised when Irving Sperling, one of the partners for the company, threw these statistics at us. Sperling, one of three partners of Magic Mold, Inc., Freeport, N. Y., cheerfully flouts tradition by selling two-thirds of his volume of foundation garments (Magic Mold prefers to call them health belts!) by mail and to men.

We ran across Magic Mold through fortuitous snooping on the part of one of our women staff members. She saw a Magic Mold ad in The New York Times Magazine, liked the design and —being about the size of an infant hula hoop—decided it was for her. Next day she trekked up to Magic Mold's Broadway showroom. "When I entered," she told us, "I was surprised to see two men, obviously the sales staff, and a male customer coming out of one of the fitting rooms, fully clothed, but holding a girdle. Then I glanced at a catalogue on a table and saw the front cover was devoted to an ad for the Anatone Health Belt for men. 'I'm in the wrong place,' I thought."

But one of the salesmen caught her before she could get out. She showed him the Times ad and asked to see the Magic Maid (the name for the firm's offering for women). In nothing flat he had brought out two girdles in her size, one pink, the other white. She chose the white one. But so fascinated was she by the procession of male customers that she asked if she could stay around and observe. Sure, said he.

After an hour of this she got brazen and struck up a conversation with one of the men customers. He told her he'd been in an accident five years ago and his back needed support. "I had been paying $30 for supporting belts. Then my wife brought me here. I got a belt for $3.98. Been a customer ever since."

Most of the male customers say they need back supports. Or they've had an operation. Or an accident. But no matter what reason they give for buying a Magic Mold, all the customers have a common attribute: a big gut.

▶ MM started in '50, when three young men decided to pool resources, take a fling at selling girdles to women by mail. They put an ad in the out-of-town edition of The New York News, got enough orders to warrant using other media and to issue a 4-page catalogue. But what really put them on the map was their offer of a man's health belt. When they included the offering in their catalogue they were swamped with orders.

The catalogue remains Magic Mold's real selling tool. But the garments, both men's and women's, are also sold in several dozen department stores, sometimes in the basement, sometimes in the drug department.

Says Sperling: "The military is an important customer, probably because the belts [he kept calling the girdles belts — a weaseling attitude, we thought] are an aid to good posture."

Sometimes people order the belts for someone else, as a gag. Recently Magic Mold got an order, for a giant-size girdle, signed by a general. The company filled the order — but the general couldn't fill the girdle. He was furious. Came into Magic Mold headquarters and demanded the order, hoping to trace the culprit. Sperling doubts that he succeeded.

MM sends its web press, rotogravure catalogue to a list of 150,000 persons, four times a year. Names for the mailing list are obtained through consistent advertising in such publications as Esquire, True, The American Legion Magazine, and to women in Glamour, Redbook Magazine.

Sperling and his partners began their venture with $1,200 capital. Now the firm has a sales volume of over $300,000 and the partners feel they have barely scratched the surface. Or should we say compressed the sales flesh?

Magic Mold will even make belts for special cases, such as the man who weighed 345. "But when a man gets very fat he usually isn't a prospect for us," Sperling added.

He sat on the edge of the table, ruminating.

"I still can't see why that general got so steamed up," he said, at last. "I wear a Magic Mold. So do my two partners. . . . Good night! So do all our sales people, for that matter!" ◆



IS SHE LEANING YOUR WAY?

Young & Rubicam, ***Advertising***

Your promotion becomes local with dealer signs

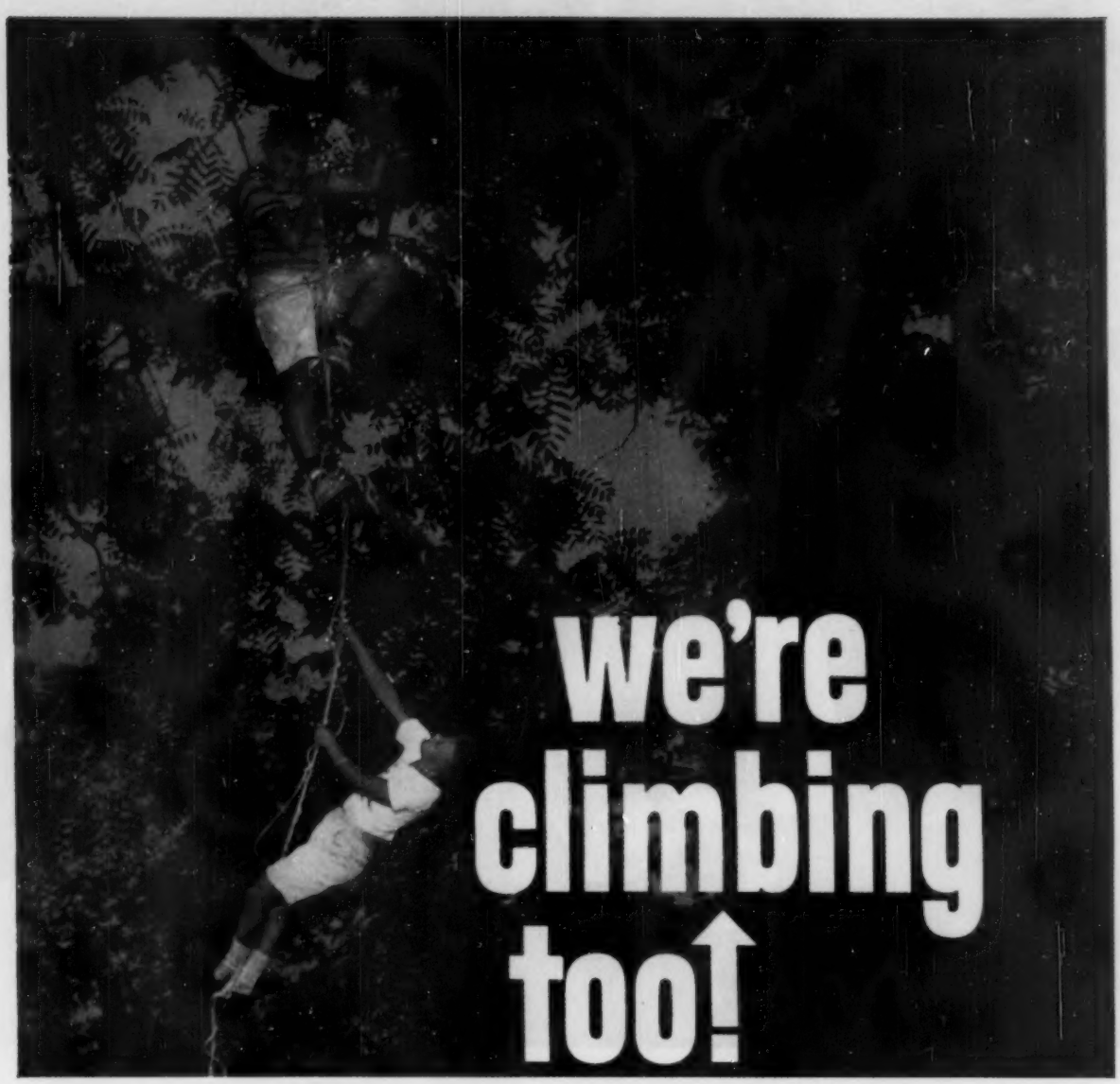


— — — and personal by HANOVER

. . . Because Hanover mass produces signs with individual, each-one-different custom features. You can show local store or dealer names, and change copy on each sign. You can specify varying sign lengths and heights — and mounting styles — to fit each individual location. And, Hanover signs do continuous, day and night, advertising for you at the point of decision. Hanover Neon Electric Corp., 1825 Joyce Ave., Columbus 19, Ohio.

Hanover makes small signs for inside use, large ones including huge spectaculars for outdoor use . . . Vacuum forms sign faces of acrylic plastic, with design and lettering embossed in high relief against plain or patterned background. Colors are inside-applied, and bonded to stay brilliant. Lamps and mounting fittings are included, and each sign carries UL and union labels. Economical in short runs and spot reorders.





Yes, the circulation of The Ann Arbor News has climbed pretty high in the past decade to keep pace with the fast tempo of population growth of this newspaper's market as revealed in current census figures.

While the population of The Ann Arbor News market area, roughly Washtenaw County, was increasing 27 per cent to the recent census count of 171,278, The News' circulation shot up 43 per cent to 27,548 for the ten-year period ending in 1959. Present net paid daily circulation is 28,889.

This unparalleled coverage is but one of the unique features of one of Michigan's outstanding markets. For further information, see a Booth representative today.



THE ANN ARBOR NEWS

NATIONAL REPRESENTATIVES: A. H. Kuch, 110 E. 42nd Street, New York 17, MUrray Hill 2-4760 • Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, SUperior 7-4680 • Brice McQuillin, 785 Market St., San Francisco 3, SUtter 1-3401 • William Shurtliff, 1612 Ford Bldg., Detroit 26, WOodward 1-0972.

A Booth Michigan Newspaper



How air freight has changed the sales picture

The "Arrow Collar" man of yesterday has changed to the "Arrow Shirt" man of today. Similarly, old fashioned methods of distribution have changed to keep pace with today's merchandising needs.

For example, the high spots in shirt sales are in the summer, at Easter, and at Christmas. Getting merchandise to retail outlets to take advantage of these peak sales periods is a problem in distribution and inventory.

Arrow® shirts are made in Troy, N. Y., and Shamokin, Pa., and are shipped by Emery Air Freight from these plants to fourteen distribution centers throughout the country.

"Emery enables us to add extra days to our Christmas selling season," said Mr. Robert B. Clark, Sales Promotion Manager of Cluett, Peabody & Co., Inc.

"As an example, we start shipping shirts at the beginning of December for Christmas sales. Because of the speed of air freight, we continue to make deliveries right up to December 22nd. This means added profits at a peak sales period."

Businesses, large and small, can use Emery profitably in their sales and marketing programs. To find out how Emery can help you, call your local Emery representative today. Write for idea-packed booklet: "6 New Ways to Promote Your Products by Air Freight."

EMERY AIR FREIGHT

801 Second Avenue, New York 17, N. Y. *"EMERY—Worldwide Blue Ribbon Service"*

An End to 'Headless' Distribution

To a great many sales and marketing managers, distribution management is a bit of a dirty phrase. They feel that such a system, which often involves the creation of an autonomous high level corporate function to handle all phases of distribution, not only eliminates the sales department's control over the all-important matter of sales follow-up, but also may remove a rather substantial chunk of authority from sales or marketing executives. In short, they often feel that distribution management can make the sales function within the company just a little **less** important.

Yet talk of distribution management persists. Indeed, more and more companies, big and small, industrial and consumer, are becoming interested in the subject. And more and more sales and marketing executives are beginning to realize that distribution management can be an **aid** to marketing that is well worth fighting for, not against.

Basically, this is how distribution management works:

Today, the average company scatters the distribution function among Sales, Manufacturing and, often, small, almost autonomous agencies such as Traffic. **Sales** exerts control over such activities as location and operation of branch warehouses, order status control, order acknowledgement and order pricing. **Manufacturing** most often oversees the control and handling of finished-goods inventories. **Traffic** handles the problem of transportation from factory to warehouse or customer.

Under distribution management, all of these activities are removed from their traditional slots and **combined** in a distribution department. Just where this department should be located within the corporate framework is no little area of contention. Some feel that it should be an autonomous high level department ranking **equally** with Manufacturing and Sales.

But because distribution is essentially an area of **buyer-seller** relations, it should probably be market oriented. In fact, it would probably be correct to say that the director of distribution should report to the highest level corporate official who has full responsibility for the formulation of **marketing strategy.**

Titles Will Vary

Of course, this official's title differs widely among companies; it might be the sales manager, marketing v-p, executive v-p, or even the president. But the effect is the same. If the distribution department is directly under the top marketing policy man, it is certain to be (1) **marketing oriented** over the long pull, yet (2) out of the **sales firing line,** already too cluttered with paperwork (and sometimes inclined to abuse distribution for short-term purposes).

Conceivably, then, the distribution department could be completely **out** of the marketing or sales arena on the organization chart—if the marketing strategy chief was the president, for example. In any event, many of the components that make up the distribution picture would probably be **moved from under** the direction of sales managers.

Instead, all parts of distribution would be directed by an expert distribution economist who would operate almost independently within the marketing sphere.

It is obvious—and understandable—why a sales chief might tend to be **cool** toward such a plan, at first glance. It means he might lose control of

some very important aspects of his department—those that deal with after-sale relations with his customers. And if unified distribution is instituted, noses will be put **out of joint** somewhere along the line. Perhaps because a **regional** sales manager loses control of his warehouse; perhaps because a **sales manager** loses control of many home office and field administrative duties.

Nonetheless, something has to be done about distribution. In the average company, it is an **outstanding source of waste.** And, unfortunately, sales must pay for the rising costs and waste that occur in its chunk of the distribution process. It must pay with money that is channeled off **true** marketing and sales activities.

But as long as there is no central authority over distribution, it is almost **impossible** to see the weaknesses and inefficiencies in the system. The sales manager, manufacturing manager, comptroller, others, often view only the slice of distribution they control. They do not view it against today's **changing markets and techniques.**

So, when a cost-cutting drive roars through the marketing department (and more than one began after this year's first half), the seemingly "necessary" costs of **fat-cat distribution** are untouched while "arbitrary" expenditures for advertising, sales, promotion are cut to the **quick.**

Marketing Pays the Bill

Moreover, the overlaps and gaps created by the division of authority over distribution cause terrific operational inefficiencies—inefficiencies that are often paid for out of the **marketing** budget. And the indirect costs are incalculable. Slowdowns or breakdowns in distribution due to inefficiencies are costly in terms of shortages and late deliveries, and can truly **sabotage a new product introduction** or major **promotional campaign.**

In short, the need to unify distribution is acute. But what of the **toes** that must be **stepped on** to achieve it? It must be conceded that in **spite** of them, distribution management works to the advantage of the sales manager and the marketing function. Here are a few reasons **why:**

First, it gives a tremendous amount of **freedom** to sales executives, especially those in the field. Particularly, it takes the regional warehouse headache away from divisional or zone managers, thus giving them as much as **twice** as much time to devote to the all-important sales job for which they are best equipped.

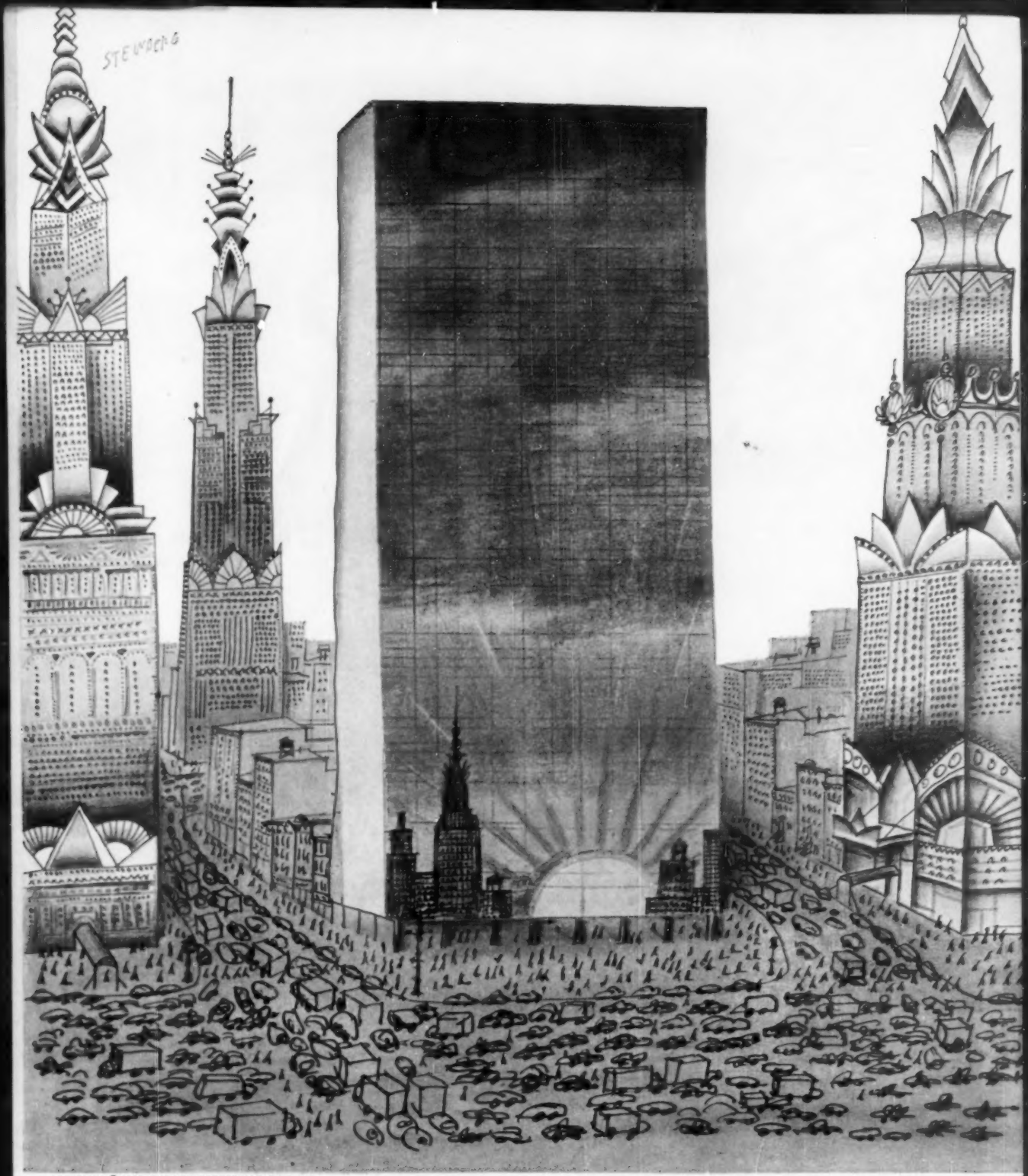
Similarly, distribution management relieves home office marketers from **direct** involvement in much administrative paperwork. And, as a result, the amount of red tape flowing between home and field offices is reduced, with a corresponding **improvement** in **communications.**

A unified system of distribution, which may well include a re-arrangement of field warehousing facilities, should lead to more **reliable delivery** of orders in **less time**—a sales advantage if there ever was one.

Then, too, any money that could be saved through greater efficiency could act to stave off price increases—or even to lower existing prices.

The mere fact that **unified** distribution makes a large—and important looking—department, also assures that it won't be overlooked in marketing **planning** sessions. One fringe benefit of unification: It is considerably easier to get **accurate distribution cost data.** This is extremely important to marketers who wish to give **volume discounts,** especially since the Federal Trade Commission has hit the warpath against companies that cannot offer black-and-white proof that such discounts are justified by cost differences.

So, even though a switch to distribution management might cause some stepped-on toes—and possibly seem to weaken the influence of some **sales** executives—if it's done **right** it will **strengthen marketing** as a profit producer—and as an influence in the company.



COPYRIGHT © 1960, THE NEW YORKER MAGAZINE, INC.

The New Yorker creates

"With today's rising educational level and broadening horizons, the American people are becoming more and more interested in culture and creativity. It is up to publications like The New Yorker Magazine to stimulate this interest, and to projects like Lincoln Center to satisfy the public's artistic needs."

Reginald Allen, Executive Director for Operation, Lincoln Center for the Performing Arts



"Cheer up, Joe, you never had SPAM *for breakfast in bed . . ."*

Though millions swore off it for good, this product found a new way to higher sales

How SPAM—cussed and discussed by GI's the world over—is today gaining an even bigger market than ever before.

One of the best known symbols of World War II was SPAM. It traveled around the world to war-torn countries fortunate enough to receive SPAM as part of American lend-lease. But GI's, with a contempt bred by overfamiliarity, would tell you that "SPAM is ham that didn't pass its physical." And, at one time or another, millions vowed never to eat another bite.

Perhaps they didn't count on the healing effects of time . . . or perhaps they really had a hidden fondness for SPAM. But, only a few years after World War II, SPAM was once again a family favorite. By 1958, it was the most popular 12-ounce canned meat on the market, accounting for 41% of all sales in its field.

But where, Hormel wondered, could it go from there? And how could it best meet the heavy competitive fire always directed at the top product?

At that point, Hormel and its advertising agency, Batten, Barton, Durstine & Osborn, turned to Reader's Digest. And so began another remarkable chapter in the saga of SPAM.

Higher sales by the advertisement

Says R. D. Arney, vice president in charge of Hormel's Flavor-Sealed division:

> "Even in the face of a then declining market for 12-oz. canned luncheon meat, SPAM sales went up. In 1959, we advertised SPAM five times in the Digest and sold 6,600,000 more cans than in the previous year—or 1,320,000 more cans per advertisement. *In total volume that meant an increase of over 10%.* It raised our share of market to 45%."

For *Dinty Moore Beef Stew* and *Mary Kitchen Roast*



"Easy, son—your Uncle Joe and I haven't had seconds on SPAM *yet."*

Beef Hash, Mr. Arney reports equally satisfying results:

"These brands have been faced with more and more competitors—most of them selling at lower prices. By using the Digest we reach a huge and prosperous audience that is interested in *quality*—and can afford to pay premium prices for our top-grade products.

"As a result, we have held our share of market from coast to coast. And this tough competitive job has largely been done through the Digest."

In 1960 Hormel is again putting the largest slice of its advertising in Reader's Digest.

Same advantages can work for you

Your company can benefit from the same advantages that are making Hormel's advertising so effective. For example, because of the wealth of stimulating reading in the magazine, the typical Digest reader looks into each issue about *five different times*. Result:

This audience of 35 million people will look at your own advertisement—in one issue—over 60 million times. That's *double* the chances to sell that you would get in the other leading magazines studied in the latest Politz research . . . giving you a significant cost advantage.

And the advantage over TV is even greater. For each thousand chances to sell (or "exposures"), the cost is *less than half* that of television.*



Reader's Digest also offers these other *exclusive* advantages to help your sales:

1. ***The largest proven audience of readers.*** It is larger than any other magazine, larger than any newspaper or newspaper supplement. More people read the Digest than look at the average nighttime network television program.

2. ***The largest quality audience that can be found.*** More people with greater spending power read the Digest than any other magazine. And you will find that the higher the income group, the greater the Digest's share of the audience.

3. ***Discrimination in the advertising accepted.*** The Digest alone of major media accepts no alcoholic beverages, no tobacco, no patent medicines.

4. ***Belief in what the magazine publishes.*** People have faith in its editorial and advertising columns alike.

*Based on the costs for a black-and-white page in Reader's Digest and a 1-minute commercial on the average nighttime network television program.

People have faith in

Reader's Digest

Largest magazine circulation in the U.S.
Over 12,000,000 copies bought monthly



ART LINKLETTER'S HOUSEPARTY

To millions of listeners, the liveliest Art is Linkletter. His zany stunts, surprises and conversations with kids (who say the darndest things) make Houseparty a bright spot in the day for housewives. And as for sales, nobody livens them up like Art Linkletter. In all radio, Art Linkletter is the kind of company you keep

ONLY ON CBS RADIO

—SM— MARKETING

THE IMAGE SPLIT

Boston—When a baseball fan thinks of the World Series he usually thinks of Gillette Safety Razor Co. This year he'll be surprised to see the baseball classic's sponsorship shared with General Motors Corp.

Gillette spent a large slice of last year's $5.4-million fall advertising budget on Series coverage. This fall the company made several additional advertising committments (among them, Saturday afternoon baseball) which pushed expenditures way up. To help cut costs, GM was invited to share equally in the World Series sponsorship, but Gillette will still spend $4.9-million.

WHO'S DOING THE BUYING?

New York — While the New York automobile market is the largest in the world, it appears that one group is doing most of the buying. World-Telegram's major survey of new-car buyers in the New York market reveals that two-thirds of all new cars sold were purchased by 29% of families with incomes of $7,500 or more—the same group includes 80% of those owning two or more cars.

FLYING WIVES

Wichita — Distaff members have become prime targets for marketers of most products in recent years. Now Cessna Aircraft Co. is hopping on the bandwagon with an appeal to wives to "take flying lessons with your husband for half price."

STOCKHOLDERS MAKE THE BEST SALESMEN

Chicago — What's new in motivation of sales personnel? The rewards offered by United States Plywood Corp. for greater merchandising efforts are $500-worth of the company's stock. Stock awards were recently handed out to eight aggressive lumber dealers.

WAR AMONG THE TANNERS

Washington, D. C. — There will soon be plenty of fireworks among producers of the "no-sun" tanning products. Drug Research Corp., maker of Man-Tan, has filed suit in the U.S. District Court for patent infringement and unfair competition against manufacturers of Q-T, Tan-O-Tan, Tan-O-Rama, Tansation, Magic Tan, Look Tan and similar products. After filing, Drug Research ran a half-page ad in The Wall Street Journal announcing the action and denouncing the other "tan" makers.

Q-T manufacturer, Plough, Inc., bounced right back with a statement that it would continue to sell its product. Furthermore, it's taking legal action to establish "prior inventive rights."

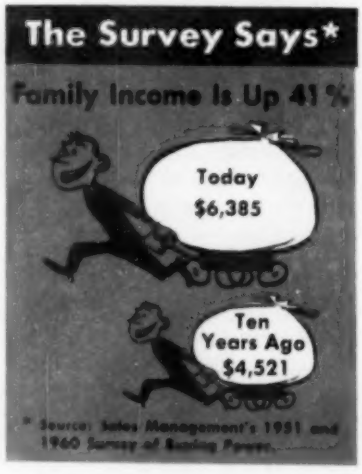
UNFOND MEMORIES DEPT.

Quincy, Ill. — It's a safe bet that more than one salesman of the Moorman Manufacturing Co. (livestock & veterinary products) suffered from slight nostalgic nausea when he first viewed the facilities offered by the company for six home-office sales meetings. Reason: the company erected an army-style "tent city" (complete with 5:45 a.m. reveille), 11 miles out of town, in which the salesmen slept, ate and attended meetings.

Chances are, however, that the food had a slight edge over Army chow: During the six meetings the steak broilers ate up over 2½ tons of charcoal.

LUXURY MARKETS OVERSEAS

New York — With the demand for the essential commodities of life now reasonably satisfied in large sectors of the free world, markets for a long list of relatively non-essential goods and services are likely to develop at an accelerated rate. A McCann-Erickson Inc. report shows that the nations of the free world will attain more than



on the MOVE

a 50% rise in production and a 20% gain in population in the next ten years.

FRENCH ADVERTISING

New York – Marketers with a speculative eye on the European markets would do well to listen to what M. Raymond Puel de Lobel, French advertising executive, has to say about French audiences. "American advertising would never go in France. Americans want to learn about more things; they want to be 'informed.' A Frenchman would be insulted if he thought an ad was trying to teach him something. Consequently, he would never have the patience to wade through the enormous quantities of copy one finds in an American ad. Less copy and more punch are what French ads need."

SALES TALK ON TAPE

New York – Two old distributor-level marketing problems have been solved for Matthew Stuart & Co., Inc. The problems: how to make sure the distributor sells his own sales force on the company's tape recorder; how to get him to re-tell the sales story the way it should be told. A new promotional portfolio featuring a tape recording of national sales manager Jack Bergman's sales talk is handed out to distributors.

Another spur to sales included in the portfolio: a "write your own check" bonus checkbook. Each time a salesman makes a sale he writes out a check to himself for a specified amount.

IMPORTS: DIRTY POOL?

Chicago – "Hiding behind the American flag to sell their Japanese-made wares" is the charge recently leveled at some U.S. merchandisers of Japanese radios. The charge comes at a time when the Japanese are planning to launch a second electronics invasion of the U.S.–this time with TV sets.

Ross D. Siragusa, president of Admiral Corp., says there is growing evidence of "attempts to delude the American public with highly questionable marketing practices for Japanese transistor radios." He cites: (1) the latest brand name for a Japanese radio–"Americana"; (2) a full-page ad placed in Home Furnishings Daily by a distributor of Japanese radios, headlined: "Acceptance Built on Integrity" and featuring a large photo of the Mount Rushmore National Monument of four presidents; (3) the fact that no Japanese TV set yet carries the Underwriters Laboratories' seal of electrical safety.

The Admiral president is fighting hard–but often alone. Most domestic radio-TV makers have decided the solution is to buy electronic components or complete Japanese sets for marketing under their own brand names.

LONG CHRISTMAS THIS YEAR

Ann Arbor, Mich. – Argus Cameras, Inc., has started a sales program aimed at lengthening this year's holiday selling season. Some steps Argus is taking: A bonus plan will allow extra profit discounts on merchandise ordered between certain dates; the company will place the names of bonus plan dealers in a Saturday Evening Post advertisement scheduled to reach the stands Oct. 4. It will also offer four free merchandising display kits designed to appeal to the Christmas gift consumer before and after the usual peak retail season.

FOR THE CONTESTANT WHO HAS EVERYTHING

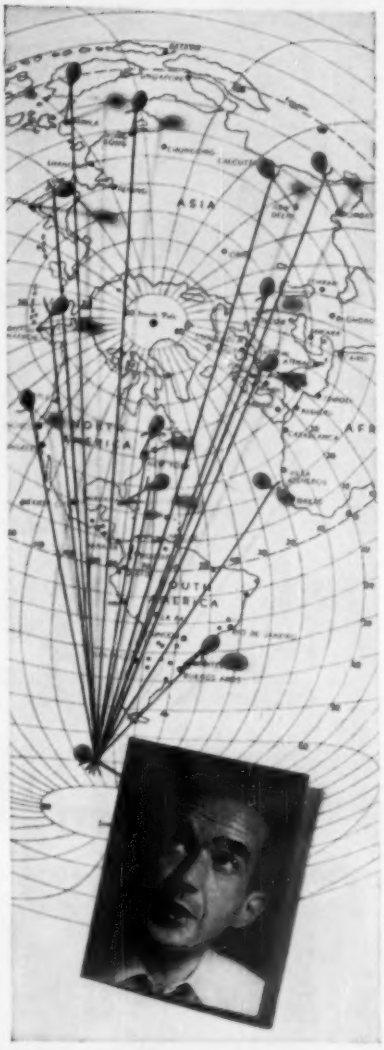
Dallas–How's this for a contest prize? In its just-closed Diamond Jubilee contest, Dr. Pepper Co. offered a diamond doorknob to the contestant who could come up with the best reason for wanting one. As an added inducement, a $25,000 Swift home, a Rambler station wagon and a Refinite-Sheldon pool went along with the doorknob.

VW MEETS COMPETITION

Detroit – Volkswagen, the little giant among imports, is preparing to meet even stiffer American small-car competition next year. The probability that Ford would introduce an American-built small car in the 90-in. wheel base and $1,600 price range spurred VW designers to make no less than 27 functional and mechanical changes in the 1961 model.

The car will keep its old "bug" look but will have more horsepower, more trunk storage space and some American-style conveniences. Despite these and other changes, increased production will enable VW to hold its present prices.

(continued)



BACKGROUND

Edward R. Murrow presides over a major innovation in news programs. Every Sunday he and crack CBS News correspondents abroad examine the week's most significant news in a 25-minute international "conference call." The objective: to impart fresh insight into the meaning of the news. In all radio, Edward R. Murrow is the kind of company you keep . . .

ONLY ON CBS RADIO



and only ONE can give you TOTAL Coverage in the PONTIAC AREA

In an area of 283,000 people, 76% take THE PONTIAC PRESS daily. Be sure and see the comprehensive new study on home coverage in Pontiac!

Total Selling needs Total Coverage In Pontiac, Total Selling Means The Press

THE PONTIAC PRESS

PONTIAC • MICHIGAN

Scolaro, Meeker & Scott, New York, Philadelphia, Chicago and Detroit

Doyle & Hawley, San Francisco and Los Angeles

—SM—MARKETING on the MOVE—

(continued)

The contest between American and German designers—conditioned as it is by the size and price of the package—should be interesting to watch.

BUCKING THE TREND

White Plains, N. Y.—Advertisers aiming at the billion-dollar retail market of Westchester County, wealthy New York City suburb, will soon be able to test the effectiveness of a new newspaper. The Daily Trader, Westchester's first morning daily, will make its debut Sept. 26. The paper, first new a.m. daily in New York metro area in decades, will be bucking the substantial Macy chain of Westchester p.m. dailies.

THE COST OF ADVERTISING

New York — Due to tremendous increases in production costs in the past few years, advertisers nowadays pay more and get less. In its latest report of newspaper circulation and rate trends, the Assn. of National Advertisers states that circulations for the years 1946-1960 have increased only 11.1% for daily newspapers and 13.2% for Sunday papers. Yet the rates per million circulation have increased 66% for dailies and 44.3% for Sunday papers. Rates per 5,000 lines have increased 84% for dailies; 62.9% for Sunday papers.

THE COLLEGE MARKET

New York — When 30,000 of the nation's students return to college this month, they'll receive a gift worth $3.50 to $4.00 from the Guest Pac Corp. The company will launch its ambitious college sampling program with the "Campus Pac," a gift package consisting of products contributed by a dozen or more of the country's leading drug, toiletry and cosmetics manufacturers—Procter & Gamble Co., Warner-Lambert, Colgate-Palmolive, Shulton, and Gillette, among others. In the course of the coming academic year, Guest Pac expects to reach 3 million students—75% of the nation's student body.

HOME INTERPHONE

New York — Threatening the intercom market is Bell Telephone System's new "Home Interphone," an intercom system that works entirely through telephones. Besides door-answering and electronic baby sitting, it provides a variety of services such as hands-free talking and broadcasting by voice throughout the house. The equipment for the system, consisting of a telephone and small speaker, will be available early in 1961.



SALESMAN IS A GOOD EGG

Nutley, N. J.—A "Chinese egg" called No Can Chew is helping Hoffman-La Roche's new B-complex vitamin-tablet, Rovicote, stand out among today's bumper crop of new pharmaceuticals. In fact, the smiling Oriental carries the entire introductory campaign on its nonexistent shoulders: Its name helps point out that, although most people find it distasteful to chew B-vitamins, Rovicote is designed to taste good; it makes a clever and noticeable mailing piece as a real egg-within-an-egg "Chinese egg"; it forms the basis for a humorous "Chinese" campaign, complete with fortune cookies that contain advertising parables. And, strangely, it even gets across the product idea: Rovicote is built like an egg, with the vitamin forming the "shell" and the tasty "edible" part inside.

BIRTH RATE DECLINES

Washington, D. C. — Births are off 2%. U. S. Public Health Service reports 2,011,000 live births registered in the first half of 1960; 1959 figures: 2,056,000. The drop is probably due to the fact that, for several years, women have been marrying younger; they have been starting—and completing—their families earlier. Since there is no evidence of a trend toward smaller families, the current drop is expected to continue only until the World War II babies reach marrying and reproducing age.



1935 (*Twenty-five years ago*)



1935 (*Twenty-five years ago*)



1945 (*Fifteen years ago*)



1946 (*Fourteen years ago*)



1948 (*Twelve years ago*)



1956 (*Four years ago*)



1958 (*Two years ago*)



1959 (*One year ago*)

If you remember these posters, you know why Outdoor is called

the *Persistent* Primary Medium

Why does Outdoor advertising penetrate so deeply into the mind that it is remembered for weeks, months and years? Two main reasons.

One is simplicity of the Outdoor message. Outdoor by its very nature distills the selling message into a minimum of words and pictures, and drives it home with a clean, sharp blow.

Another reason is repetition. Your message in Outdoor is exposed repetitively 21 times a month to an average of 94% of the car-owning families in a market.

As a result, your message on Outdoor *persists* in the mind of the viewer as with no other primary medium.

To help Outdoor go to work *persistently* for you, OAI—national sales representative for Outdoor — puts at your disposal research, planning, creative, and merchandising services. Just write or call the OAI regional office near you.

OAI OUTDOOR
ADVERTISING INCORPORATED

With offices in: *Atlanta, Chicago, Dallas, Detroit, Los Angeles, New York, Philadelphia, St. Louis, San Francisco, Seattle*



ADMINISTRATIVE . . .



PRODUCTION . . .



ENGINEERING . . .

PURCHASING . . .



How can you
CONCENTRATE TO DOMINATE
the metalworking market . . .

. . . and still cover all four buying influences? Metalworking is BIG . . . accounts for over half of all manufacturing in the nation. Metalworking is BROAD . . . embraces nine high volume SIC segments. Metalworking is GROWING . . . will increase from $150 to $225 billion by 1965 . . . $340 billion by 1970. In the light of these facts . . . are you investing enough to make the most of this BIG, BROAD, GROWING market? Are you covering all SIC segments . . . all important buying influences? Are you concentrating your dollars . . . to create a dominant campaign in the publications which can help your salesmen most? Of course, you use the "verticals" and single function publications to round out your program. But first, make sure you invest *enough* dollars in a publication that enables you to CONCENTRATE TO DOMINATE the *managers* in *all* of Metalworking America. STEEL will do the job for you. STEEL's circulation is proportionately matched to all SIC's in metalworking. By editing to the common interests of metalworking managers . . . STEEL covers all key buying influences in administration, production, purchasing and engineering. In STEEL . . . you *can* CONCENTRATE TO DOMINATE.



NJP
BPA

STEEL serves all four functions best *because it serves them all*

A PENTON Publication Penton Building Cleveland 13, Ohio

Planned Packaging moves merchandise

Here's an artist who sells your merchandise



This man and many others like him on Packaging Corporation of America's technical staff devote themselves to *selling your products.* Cooperating with product development and production engineers engaged in constant improvements of packaging materials and methods of all types, they form a *creative team.* Under their skilled hands the container or carton is transformed into a colorful, appealing creation that works for you in transit, promotes its contents from shelves and counters, invites buyers to reach for it. Experimenting with color arrangements, with special inks and a variety of printing processes . . . theirs is a continuing quest for all the ways in which artful package exteriors can sell harder. Bringing this ingenuity to the design of your packaging is but one of countless ways in which Packaging Corporation of America's concept of Planned Packaging, implemented through integrated national facilities, produces better packaging . . . more sales. Whether your requirements are large or small, regional or national, we welcome the opportunity to help you.

Packaging Corporation of America

1632 CHICAGO AVENUE, EVANSTON, ILLINOIS

Cartons • Containers • Displays • Egg Packaging Products • Molded Pulp Products • Paperboards

SM LETTERS TO THE EDITORS

vs. tax favoritism

A number of the supporters of tax equality who face cooperative competition have strenuously protested your recent article, "The Cooperative Lincoln—More Marketing Revolutions" [Dynamarketer," SM June 17]. While most of these people do not object to the cooperative form of doing business, they strenuously object to the tax-favored competitive position that cooperatives enjoy. . . .

Mr. Lincoln can profess to adopting "capitalist" methods, but no true enterpriser will believe it until cooperatives and mutuals pay the same taxes as proprietary business.

GARNER M. LESTER

President
National Tax Equity Assn.
Washington, D.C.

▶ *Since we are substantial taxpayers ourselves, we naturally favor the taxpaying enterprise. But that doesn't blind us to the fact that an interesting individual may be a member of the "enemy" camp.*

what's backwards?

In your August 19 issue ["Notes from the Editor's Side Pocket"] you ask readers if they go from "front to back" or from "back to front." I find that back to front is usual for me. Wondering why this should be true, I finally realized that there was a simple answer: Being left handed, I usually hold the bound edge of a magazine in my right hand and thumb through with my left.

Apparently, however, this is not the whole answer—unless the advertising group to which you referred has proved a haven for us "southpaws." . . .

R. W. PFEIFER

Marketing Administration
Large Lamp Dept.
General Electric Co.
Cleveland, Ohio

. . . My habit is to scan the contents, leaf rapidly front to back, stopping to read the things of immediate concern, to sample others, and to know in 15 minutes the general nature of the entire issue, including new advertising approaches.

(I think this is a professional characteristic of newspaper editorial and publicity people, who want to know how their stories were handled and whether the paper got scooped; whereas publication advertising men and many agency men work from back to front to see what the competition did and who got the best positions.)

Later, as time permits, I read through SM thoroughly, tearing out the material I want to keep. For years it has taken more of my time than any other publication in the marketing and communications field. . . .

ROY KOLLENBORN

New York, N.Y.

young salesmen, well advised

I was greatly impressed by the article, "Advice for Young Salesmen" [SM August 19], by William R. Kelly of Sinclair Refining Co.

If reprints are available, I would like 20 for distribution to my associates. . . .

DWIGHT D. JARVIS

Branch Sales Manager
The Pillsbury Co.
Silver Spring, Md.

. . . and veterans reminded

. . . very sound advice for every young man starting in the sales profession and an excellent reminder to the many experienced salesmen who sometimes seem to have forgotten the fundamental principles of sound salesmanship and the responsibilities of a salesman to his company.

NOLAN C. NEWMAN

General Manager
Little Giant Pump Co.
Oklahoma City, Okla.

. . . Mr. Kelly's ability to express himself with great directness and obvious understanding on this very important subject has resulted in what I believe to be an outstanding article.

I would like to send it to all members of our sales organization—old and young.

ARNOLD M. RAPHAEL

Vice President, General Manager
Esquire Socks
New York, N.Y.

. . . We would like 300 reprints of this article.

G. E. WILLIAMS

Manager, Marketing
Medical X-Ray
General Electric Co.
Milwaukee, Wis.

▶ *Reprints of "Advice for Young Salesmen" are available at 25 cents each. Write: Readers' Service Bureau, Sales Management, 630 Third Ave., New York 17, N.Y.*

In Catholic Institutions



Concentrated Coverage!

Catholic Management Journal provides vital management ideas to more than 21,000 (audited by Vac) selected pastors and key Catholic administrators . . . before, during and after construction.

Catholic institutional readers verify the strong impact of Catholic Management Journal. A recent VAC analysis indicates 99.1% readership.

Issued five times a year . . . in February, April, June, September and November . . . Catholic Management Journal is keyed to the most active specifying and buying seasons of the year.

SEND FOR VAC AUDIT REPORT AND SAMPLE COPY OF CMJ.

CATHOLIC MANAGEMENT JOURNAL

400 North Broadway
Milwaukee 1, Wisconsin

Orlando Sentinel-Star

LEADS NATION IN NEWS CONTENT!

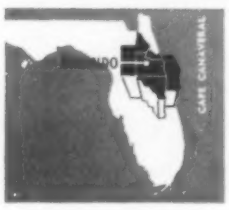
Orlando's Sentinel and Star brought their readers 40,120,228 lines of news and feature content in 1959. This news lineage measured by Media Records, Inc. an independent research organization, put Orlando Sentinel-Star number one in the nation among combination newspapers for news content.

ONE-HALF MILLION people live in the Central Florida five-county area, where the Orlando Sentinel-Star outsells, by a ratio of 6 to 1, all other major Florida dailies. With the top news and feature lineage in the nation we must be giving our readers more for their money . . . of course this means our advertisers get more for their money too!

AS MEASURED BY MEDIA RECORDS, INC.

Newspaper Combination	Lines News
1. Orlando Sentinel and Star	**40,120,228**
2. New Orleans Times-Picayune and States-Item	33,100,356
3. Phoenix Republic-Gazette	33,069,577
4. Cleveland Plain Dealer and News	32,864,650
5. San Diego Union-Tribune	31,920,877
6. Riverside Press and Enterprise	30,803,501
7. Tulsa World and Tribune	29,781,904
8. Indianapolis Star-News	29,765,098
9. New Haven Journal-Courier and Register	29,660,990
10. Long Beach Independent, Press Telegram	29,461,746
11. Boston Herald-Traveler	29,452,978
12. Providence Journal-Bulletin	29,262,822
13. Salt Lake City Deseret News-Telegram and Tribune	29,142,911
14. Boston Globe	28,872,574
15. Tampa Tribune and Times	28,754,224
16. Atlanta Journal and Constitution	28,581,035
17. Worcester Telegram and Gazette	27,898,033
18. Baltimore Sun	27,688,843
19. Memphis Commercial Appeal and Press Scimitar	26,801,875
20. Rochester Democrat Chronicle and Times-Union	26,753,208
21. Oklahoma City Oklahoman and Times	26,736,989
22. Louisville Courier Journal and Times	26,596,134
23. Richmond Times-Dispatch and News-Leader	26,562,957
24. Harrisburg Patriot and News	25,141,776
25. Fort Wayne Journal-Gazette and News-Sentinel	26,045,993
26. Minneapolis Star and Tribune	25,860,442
27. Newport News Press and Times-Herald	25,832,133
28. Erie Times and News	25,620,329
29. Dayton Journal-Herald and News	25,604,288
30. Des Moines Register and Tribune	25,263,006





Orlando's Metropolitan Area of 317,412 is fastest-growing of ALL says U.S. Census

Orlando Sentinel-Star

We lead ALL at Cape Canaveral . . . "Gateway to the Moon"

Bobby never heard of Continental's Gair division

but the GAIR people know Bobby very well!

Unknown to Bobby, a Continental division called Gair watches him and his famous appetite constantly. That's why smart manufacturers sell what Bobby eats in Gair cartons.

They know, for instance, that Continental's research has carefully recommended the board to preserve the fullest flavor of Bobby's vanilla fudge . . . the clean sheet to give printing quality that sells.

Those smart manufacturers also know that this is just one of the vast selection of boards Continental produces for maximum economy, efficiency and sales appeal. They know, too, that Continental has complete printing facilities—gravure, lithography and letterpress—in plants from coast to coast.

So remember, years of leadership in the printing, construction and manufacture of folding cartons and boards give Continental's Gair division the experience to turn your problem into profits. Call us today!



GAIR

CONTINENTAL CAN COMPANY BOXBOARD AND FOLDING CARTON DIVISION

630 FIFTH AVENUE. NEW YORK 36. N. Y.

BY HARRY WOODWARD



His Forte: Communicating

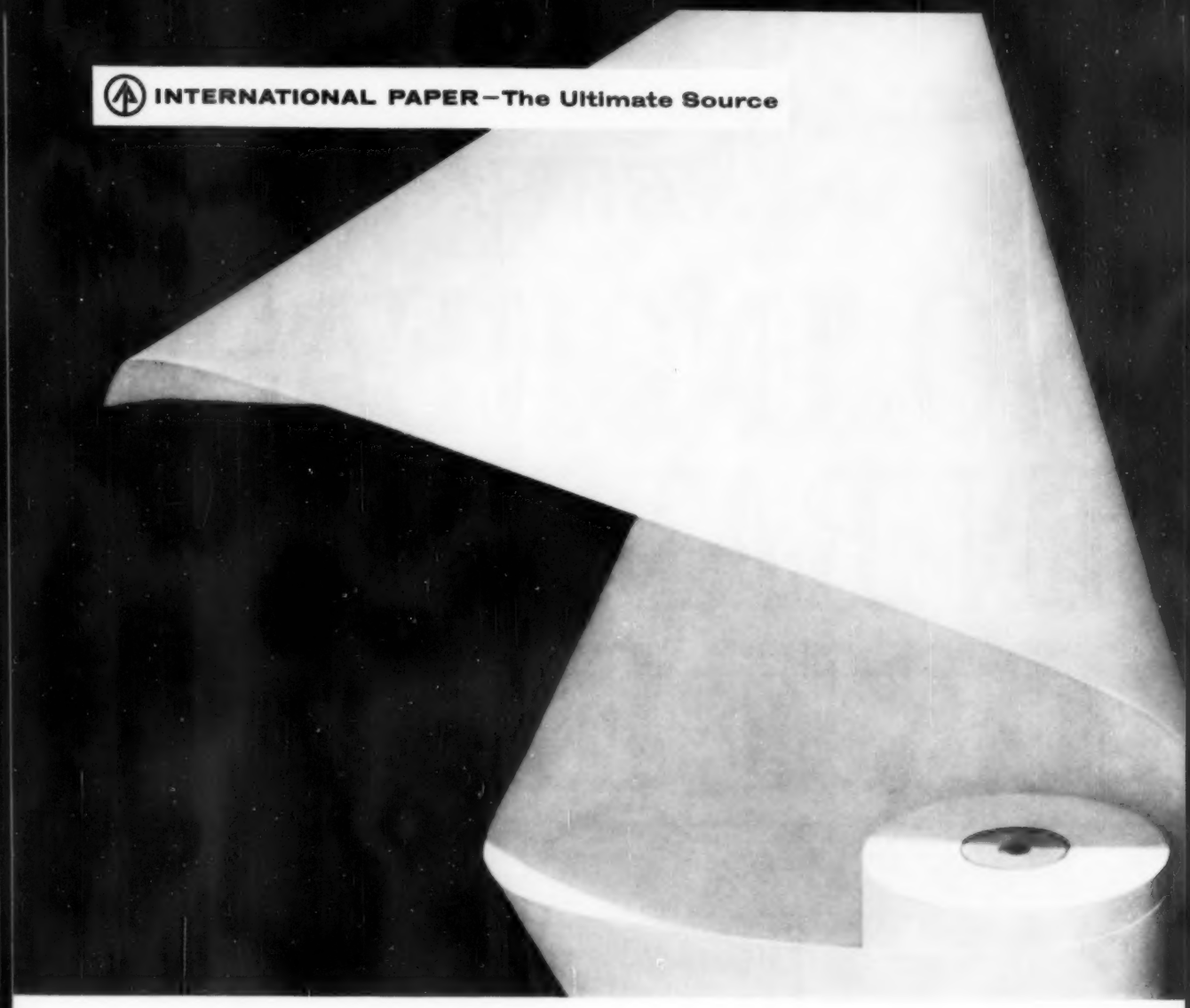
In order to take his new job as v-p of marketing, Industrial Products Group, **Hudson Pulp & Paper Corp.**, 43-year-old **Richard L. Siegel** had to give up the presidency of Gardner Division, Diamond National Corp. (He'd been with the company for 11 years.) And in order to achieve its goal of $100 million in annual sales within the next few years—an increase of $34,325,000 over last year's total—Hudson has been doing some reorganizing of its own. Previously four separate sales organizations – Consumer, Multiwall, Paper Merchant and Bulk divisions—all reported to the executive v-p. Now, all but Consumer will become divisions within the new Industrial Products Group. They'll report to Siegel. Hudson's ambitions were an undoubted attraction to so ambitious and articulate a man as Siegel. People who know him agree that his long suit is communication. He has an impressive ability to boil down large quantities of facts and details into communicative ideas. And he gets his ideas across. He was born in Davenport, Iowa, began his career in the Industrial Relations Department of International Harvester. He came to the paper industry when he joined Gardner Board & Carton Co., which later became a division of Diamond National Corp.

Airkem's New Prexy: From the Lab to Sales

Frank W. Conkling got his first job (with **Airkem, Inc.**) through pull: He's gotten to the presidency through brains, salesmanship, technical know-how—and by working like a horse. Airkem is the world's leading manufacturer of odor counteracting chemicals. Its best-known product—to the layman—is "Air-Wick," distributed in the U.S. by Lever Brothers. The firm's industrial and commercial divisions operate in 282 cities in the U. S. Through subsidiaries and distributors, Airkem sells its products in more than 100 foreign countries. One of its more interesting aspects: the SOS smoke odor and decontamination service (which Conkling started). Suppose a huge store has a fire. Everything smells of smoke; SOS, in 24 hours, can have sheets smelling like sheets, leather like leather, not by masking the smoke odor but by counteracting it. A foundry belches sulphur fumes, the community protests. SOS can solve the problem. . . . Frank Conkling has been with Airkem continuously since 1946. His uncle, W. H. Wheeler, one of the founders (and the recently deceased president), offered him a sales job when he came out of the University of Vermont where he had done graduate work in engineering. (He also holds a BS in chemistry from the University of Chattanooga.) He's personally responsible for having sold the concept of odor counteraction to the public, to industrial firms and commercial establishments. Highly vocal, a bundle of energy, he thinks of himself first as a salesman, then as an engineer or chemist. Since 1955 he's been v-p in charge of sales for the Western Hemisphere. He lives with his wife and five children in a Victorian house overlooking the Hudson.



INTERNATIONAL PAPER—The Ultimate Source



How to improve a 35-year-old paper

(More packaging news from International Paper)

Read about our Gator-Hide® kraft paper line and new bleached Gator-Hide Extensible Kraft.

The reputation of Gator-Hide, the world's most widely used kraft paper, began when International Paper made its first roll of kraft paper in the South in 1925.

Today, in our Southern mills and research centers, a second and third generation of craftsmen are still finding new uses for this Gator-Hide line of strong protective packaging paper.

One of the most valuable recent additions is *bleached* Gator-Hide Extensible Kraft. This paper provides built-in *stretch* for *extra strength*. It is ideal for industrial wrappings, multiwall bags and many other uses. Comes in white, black and natural color.

Our craftsmen are also producing many different specialty papers. Papers that can be made water repellent, highly absorbent and flame resistant. Poly-coated, waxed and colored specialty papers are also available.

The future of Gator-Hide industrial papers is unlimited. Their versatility will contribute to the science of packaging for years to come.

International Paper can provide you with the widest range of papers, boards and packaging assistance in the industry. Call us or contact your converter—he's probably been doing business with us for years.



INTERNATIONAL PAPER New York 17, N. Y.

Manufacturers of papers for magazines, books and newspapers • papers for home and office use • converting papers • papers and paperboards for packaging • shipping containers • folding cartons • milk containers • multiwall bags • grocery and specialty bags and sacks • pulps for industry • lumber, plywood and other building materials

NEWS!

NO INCREASE IN RATES FOR FIRST HALF '61

Parade circulation is increasing substantially (884,000 in the last year). An important part of this increase has been achieved by Parade distributing newspapers without expensive promotions to force the growth.

This is not true of most general magazines. Reluctant subscribers are forced to order, by ever gaudier deckle-edged, gilt-lined, cut-rate, pay-later offers by air mail and telephone. The advertiser pays the bill. Many publications are raising rates for increased circulation and for added costs.

But, as a result of operating efficiency, Parade has avoided raising basic charges, both to distributing newspapers and to advertisers—despite rising costs for an improved product.

In fact, throughout the last half of 1960, Parade is delivering its new high in circulation at a cost-per-thousand *lower* than was charged during the last half of 1959.

Parade continues to hold the line. Current advertising rates (card #36) will remain in effect through July 2, 1961 with rates *guaranteed*.

Based on past performance, it is expected that additional newspapers will begin distributing Parade during the next six to nine months. The circulation of such newspapers will be delivered as *bonus* through July 2, 1961.

No need to wait or wonder about 1961 rates. Place firm first-half orders now without fear of rate change.

PARADE

The Magazine Section of 65 Leading Sunday Newspapers



The 'Secret' Hand In Private Brands

By LAWRENCE M. HUGHES
Senior Editor

The biggest national advertisers are betting record billions on their brands. In eight space and time media last year the top 100 of them bought a combined $1.69 billion. And if you add their efforts in such other media as point-of-purchase, premiums, sampling, direct mail and more, their total advertising tab probably exceeded $2.5 billion.

Indeed, these 100 biggest branders may have paid the bills for a full quarter of all the $11 billion estimated to have been spent by scores of thousands of national, regional and local advertisers in all media in 1959.

They have built a big stake in their national brands.

Surely, they must put every ounce of effort into the further strengthening of their hard-won franchises. Surely, they—among all advertisers—must fight with all their resources the growing tide of private brands.

But do they?

The answer is: Most of these biggest advertisers don't. In fact, many of them even supply their private brand rivals.



The 'Secret' Hand in Private Brands

Leading advertisers in such industries as foods and beverages and liquor, in drugs and soaps and toiletries, in oil and rubber and chemicals, in electrical and building products, today sell their products for others' labels. Those who do so "substantially" represent at least half of the top 100.

The eight media from which the totals for this article are taken are newspapers, general and farm magazines, business publications, network and spot television, spot radio and outdoor.

From the 100 advertisers, one-third may be lopped off in a group:

- The motorcar industry and the advertising leaders, at least in cigarettes, soft drinks and beer (with one slight exception in beer) sell all their output under their own brands.
- Six of the top 100 are service companies: the Bell System, Prudential Life, and four big airlines.
- Another is Florida Citrus Commission – which for obvious reasons cannot single out anyone's particular oranges and grapefruit.

But among the rest there seems to be a growing tendency to carry customers – and brands–on both shoulders, and, publicly at least, not to let the right (or national-brand) hand know what the left (or private-brand) hand is doing.

They are glad to supply such super-retailers as A&P, Safeway, and Kroger, Sears, Montgomery Ward and Woolworth. And the "national advertisers" find that, in their growth, the "private-brand advertisers" rapidly are becoming "national," too.

If retailers were counted among the top 100 advertisers, Sears, Roebuck would rank third. Its $69.5 million in 1959 (and this is an actual figure, not an estimate) would put Sears just below General Motors' $110.6 million for the eight media, and Procter & Gamble's $105.6 million. When you include the mail-order catalogue as a medium, Sears' advertising tab came to perhaps $125 million.

Ninety-five percent of Sears' $4-billion business is in its own brands.

In the top advertisers' list are several companies – three in chemicals, for example, and two in metals – whose business is largely selling ingredients and materials to others.

But even among companies primarily concerned with finished consumer products certain factors are spurring a trend to find big buyers fast. "Commodity" companies in everything from milk to green coffee to grain and fruits and vegetables can be glutted. In certain industries –detergents, for instance–production capacity now exceeds ability to sell through regular retail channels. Also, manufacturers in many industries today are glad to have big (private-brand) customers to help them maintain a steady flow of production and sales.

They recognize the fact that private-label customers are here to stay – and probably to grow – and, therefore, they might as well get theirs. If you can't lick 'em, join 'em.

The extent to which the retailers have not been licked is suggested by the fact that five-sixths of grocery chains, of all sizes, now sell their own labels, and about three-fifths of them say they are increasing the number of such labels. They believe that store identity now means more than brand identity.

As Chilton's Food Engineering has pointed out: "Private labels are increasing in numbers, expanding in kinds of products and growing in strength. The big-volume buyer calls the shots in the 'battle of the brands.'"

Food is the biggest industry and, more than any other retail group, grocery retailers keep in constant and close touch with their customers.

The ten biggest chains now do 44% of all super market volume and nearly one-third of all grocery volume. They are growing faster than their major suppliers: In the last five years, while the ten largest food **manufacturers** were expanding combined sales by 14%, from $9.485 billion to $10.845 billion, the ten largest food **retailers** nearly trebled that rate, at 40%, from $10.117 billion to $14.175 billion.

Among the ten manufacturers, only Corn Products (largely due to acquisition of Best Foods) increased sales more than 50%. This company, National Dairy, General Foods, Ralston Purina, Borden and Campbell Soup provided **all** the group's gain. Swift, Wilson and General Mills were almost unchanged. Armour declined.

Meanwhile, each of the ten food chains gained substantially – six of them more than 50% each: Kroger,

Top 10 Advertisers Bet

Big national advertisers would seem to be going all out to support their brands. In just eight space and time media in 1959, the average expenditure among the top 100 was $16.9 million; and the median, $10.4 million. Combined eight-media expenditures of the 100 reached a record $1,689,900,000.

In the last decade, in fact, expenditures of all national advertisers for their brands expanded nearly half again as fast as did those by all retail advertisers for their stores–and brands.

Advertising agent Leo Burnett reported to Food Business that in the 1949-58 decade, while "local" advertising was rising from $2.2 billion to $3.9 billion (or 77%), "national" advertising pushed ahead from $5.2 billion to $10.2 billion (or 96%).

Burnett predicted that, of a total $20-billion advertising tab in 1968, $13.25 billion would be spent for "national" and $6.9 billion for "local" advertising.

But increasingly the advertising investments even of the biggest national advertisers are being diluted–and jeopardized–by their manufacture for others' labels.

National Tea, Food Fair, Winn-Dixie, Grand Union and Jewel.

Progressive Grocer finds that "in ten of the 12 largest food chains, private brands now account for 10% of the total volume and 15% of the grocery volume—excluding meats and produce." The Wall Street Journal points out that "the four largest food chains – A&P, Safeway, Kroger and American – not only are the largest private-brand promoters but have the largest expansion plans for them."

One study now being made will show the big chains' private-brand share in groceries at 20%.

No grocery chain is yet national. Only a few other chains—among them Sears, Ward, Penney and Woolworth —can claim to be. But on the other hand, it is estimated that only 5% of all advertised brands have "really national distribution."

Among the manufacturers who are national, says E. B. Weiss of Doyle Dane Bernbach advertising agency (in a study titled "The Coming Battle with the Giant Retailers' Advertised Brands"), "at least half turn out special labels for distributors. Some of them devote 40% or more of total output to distributor-controlled brands."

Excluding the motorcar, soft drink, cigarette and beer companies, the service and supplier companies, and the Florida group, 68 among the 100 top advertisers may be said to be "exposed to temptations" to sell for others' labels.

The 68 include 21 in foods; 22 in drugs, toiletries and cleansers; seven oil companies; four in liquor; three each in rubber and electric products; two in confections, and six miscellaneous.

SM wrote to the presidents of these 68 companies to ask:

"1. What percentage of your company's total dollar sales volume is now sold to customers for their labels?

"2. What was your company's ratio for others' labels five – and 15 – years ago?

"3. In the **next** five years do you expect your company to sell **more** or **less** of your dollar total for others' labels?"

The number of replies was relatively small. For the most part they came from manufacturers that concentrate exclusively or predominantly on their own national brands.

In Foods:

Presidents William B. (Bev) Murphy of Campbell Soup and Frank R. Armour, Jr., of Heinz gave an emphatic "No" or zero to all three questions. So did Nile E. Cave, v-p of National Biscuit, who added: "At the present time we do not anticipate doing any private-label manufacturing."

But it might be noted that conditions may alter even the strongest policies. During the depressed '30's Nabisco was said to be sorely tempted. . . . Until now Campbell has managed to hold 65% of the canned soup business, under its own brand, against all comers. Soon, however, Campbell's dominance will be challenged for the first time by a major chain's brand.

Some repliers report an infinitesimal share of total for private brands: Robert H. Bennett, v-p of General Foods, shows that "manufacture for private labeling is . . . an extremely small part of our business and is likely to diminish. A good share of even this small business results from agreements that had been made by companies we acquired."

(Last year, "to meet increased private-label competition," GF stepped up its combined expenditures in the eight media by 43% to $61 million.)

Charles H. Bell, president, replies that "less than 1%" of General Mills' business today derives from others' labels. Though twice as high 15 years ago, the current ratio has held over the past five years. Bell foresees "no material change" in this percentage by 1965.

An executive of Swift & Co. says that "any percentage figures that could be developed for our business would not be meaningful, because of the tremendous volume of products handled and the negligible percentage produced for customers' labels. In actual pounds, however, the private-label product may seem large."

Checks made for SM by food-distribution specialists reveal that leading food advertisers which do a "substantial" part (often more than 15%) of their dollar volume for others' labels include, in cereal products, Kellogg, Quaker Oats, Pillsbury, Ralston Purina, and Continental Baking; National Dairy (including Kraft), Borden and Carnation Milk; Standard Brands, Armour, Nestlé and Beech-Nut Life Savers.

Corn Products tells SM that on the private-labeling count it is "99.44% pure." But "others' labels" can include business with other national advertisers. Corn Products makes corn flakes for Kellogg in Europe.

Three big fruit and vegetable canners which did not quite make the 100 top advertisers' list – Del Monte, Hunt and Libby – all are reported as producing for chain-store labels.

In Drugs, Soaps and Toiletries:

Paul R. Parrette, trade relations manager, replies for H. J. Morgens, president of Procter & Gamble, that until Grocery Manufacturers of America (P&G and 50 others among the top 100 are GMA members) has completed a pending study of "distributor brands and certain trade practices,"

$1.7 Billion on Brands

More than half—or $992.4 million—of the nearly $1.7-billion total of last year's leading 100 was spent by the top 25. In this select group are the big three in motor cars, the big six in cigarettes and the Bell System—all of which concentrate on their own national brands. So do such leaders as Bristol-Myers, Gillette, Campbell Soup and Miles Laboratories. But all of the 11 others in the first 25 are said to have at least some customers'-labels business: P&G, General Foods, Lever, American Home, Colgate, GE, General Mills, Seagram, Sterling Drug, National Dairy and Kellogg.

Among the second 25—spending a combined $343.6 million in the eight media—at least 13 do some private labeling.

Among the third 25—spending $211.6 million—at least 15 do some.

Among the fourth 25 ($142.3 million) the private-label promoters number at least 12.

Thus more than half of the top 100 national advertisers—with combined expenditures for their brands of more than $700 million—dissipate much of their effort by "creating" customers' brands to compete with their own.



The 'Secret' Hand in Private Brands

P&G prefers not to talk on this subject.

"It is our feeling," Parrette adds, "that a great deal of the information at present floating around [on private brands] is pretty much guesswork or information prejudiced in one way or another."

Nevertheless, SM's checkers report, all of "soap's" big three—P&G, Lever Brothers and Colgate-Palmolive—produce for others' labels. P&G is said to do so through a subsidiary, Hewitt Soap Co.

Yet, except for the big three in motorcars, these three spend more money to promote their own brands than do the leaders of any other industry. Their combined expenditures in the eight media rose last year from $198.3 million to $212 million.

Among others which, to a greater or lesser extent are reported to help the others'-labels cause are American Home Products, No. 6 in advertiser ranking ($52.1 million in the eight media); Sterling Drug ($22 million); Carter Products and S. C. Johnson (each $9.3 million); Johnson & Johnson ($8.1 million); and Helene Curtis Industries and Texize Chemicals.

The virgins in the drug group which do not bestow their favors on others' brands seem to be Bristol-Myers, Gillette, Miles Labs and Revlon.

Equally emphatic about their exclusive own-national-brand operations are two big paper-product advertisers: Scott ($8.3 million) and Kimberly-Clark ($6.9 million). A Kimberly-Clark executive "zeros" all of SM's questions on past, present and future efforts for others' brands.

Among Oil Refiners:

Replies here probably refer to consumer products. But all the big oil companies today also are engaged in petro-chemicals—materials for others' products. Also, some of them make such relatively minor products as insecticides for customers to brand.

Two of the biggest refiners, however, tell SM that they confine their output entirely to their own brands. These two also happen to come close to having 48-state distribution.

J. W. Foley, president of Texaco ($11.9 million in the eight media), puts down zeros after our questions, with the comment: "It is our policy to sell under our own brands." This is also emphasized by A. L. Nickerson, president of Socony Mobil ($5.8 million).

But among eight big oil advertisers (with $22-billion combined sales) the others do encourage private labeling on combined sales of hundreds of millions of dollars. For instance, L. H. Austin, director of business analysis and market research of Gulf Oil Corp. ($5.6 million in the eight media), says that its business for others' labels is "7% of our total dollar volume." In Gulf's case, in 1959 the 7% came to $189 million.

Five years ago 10% of Gulf's total volume (or $170 million) was for "others," and 15 years ago the ratio was 15%. By 1965 the company expects to cut the current 7%.

Though Sun Oil Co. failed to make the top 100 advertiser list in 1959, it still advertises in the eight media at a $5-million-plus rate. A Sunoco executive reports that sales for others' brands "approximate 17% of our total on a [physical] volume basis." Thus, of the 1959 total of $736 million, at least $125 million went into customer brands.

Both big Standard Oil of New Jersey—largest of all manufacturers in assets—and Standard Oil of Indiana are reported to do substantial others'-labels business. Information on two other top advertising oil refiners — Shell and Sinclair — is not available.

In Tires:

The three leading tire advertisers are Goodyear, Firestone and Goodrich. To support their national brands they spent a combined $28.2 million in the eight media last year.

Goodyear emphasizes to SM that it "concentrates 100% on our own brands." But an exception to this rule may be Goodyear's subsidiary,

National Brands Gain, MRCA Consumers Report

In the last five years, nationally advertised brands increased their share of "commodity" volume in 11 classifications, reduced their share in six, and were unchanged in four, Market Research Corp. of America tells SM. The findings were made in "diary" reports from MRCA's continuing panel of 6,000 families.

Between 1955 and 1960, national brands gained in canned spaghetti with meat, from 85% to 94% of commodity total; in frosting mixes, from 84% to 90%; instant pudding, 84 to 91%; paper towels, 83 to 93%; cold cereals, 91% to 97%; dentifrices, 75% to 86%; regular pudding, 79% to 82%; syrup, 70% to 76%; tuna, 49% to 57%; liquid starch, 50% to 54%, and regular coffee, 32% to 40%.

On the other hand, national brands lost ground in spaghetti sauce, from 77% to 68%; instant coffee, 88% to 68%; frozen meat pies, 74% to 61%; canned pineapple, 62% to 56%; margarine, 42% to 38%, and frozen orange concentrate, from 35% to 24%.

The national brand share was unchanged in dry starch, 95%; in toilet soap, 88%; cake mixes, 91%, and toilet tissue, 74%.

In nine commodities, MRCA finds, there are more major contenders today than there were in 1955; in two—spaghetti with meat and spaghetti sauce—there are fewer, and in ten the number is unchanged.

More contenders were reported in paper towels, cold cereals, dentifrices, syrup, tuna, frozen meat pies, canned pineapple, margarine and frozen orange concentrate.

Kelly-Springfield. Firestone is reported to make some products for others' labels. In addition to juggling such a variety of brands as Hood, Miller, Diamond and Brunswick, Goodrich makes Gulf tires for sale through that oil company's stations.

In tires and some other industries, however, middle-size manufacturers are the primary suppliers of private brands. Mansfield is said to specialize in others' labels. Several makers, including Armstrong, produce for Sears. Seiberling has formed a subsidiary to make and sell to independent dealers a low-price private-label tire. Mohawk does some others'-labels business.

Meanwhile, however, the five biggest rubber companies (combined volume $5.2 billion) are strengthening their national brands through their own stores. In addition to many thousands of other outlets, Firestone now controls 785 stores. Goodyear has 620; Goodrich, 485; General, about 125. U. S. Rubber is now launching a chain of "TBA super markets" (tires, batteries, accessories), and expects to have 200 of them within five years.

In Chemicals:

In contrast with the top advertisers of some other industries, the advertising-to-sales ratio of Du Pont, Union Carbide and American Cyanamid is small – $27.5 million in the eight media, combined, on $3-billion sales.

These and other big chemical producers have become packagers and merchandisers only in comparatively recent years. The bulk of their business still is literally bulk – in tank cars and trainloads. In addition to being one another's best customers, they provide chemicals and plastics for thousands of manufacturers and other customers. But some of their products are marketed by others, under their labels, largely "as is."

A Du Pont executive tells SM that "we are not in a position to know what volume is sold to customers who package the products and market them under their own labels."

Eastman Kodak says that it has long confined its business to its own brands. But an affiliate, Tennessee Eastman, is a "bulk" supplier. On its own, Eastman spent $14.4 million in eight media in 1959 to support $914-million sales.

In Electrical Products:

GE boasts: (1) That more money is spent for its trade-mark than for any other brand in the world (Chevrolet is second), and (2) that everything it makes bears the GE symbol. (With tens of thousands of products, however, some may be forgotten.)

On the other hand, Westinghouse admits to a substantial appliance volume for Montgomery Ward and is reported to private-label lamp bulbs for Sears. SM sources also check RCA as a private-label-provider.

Among middle-size electric product makers, Norge has admitted to making iceboxes for Macy's; Whirlpool has long obtained half or more of its total business from Sears.

In Liquor:

The bigger booze boys have so many brands of their own to juggle that they haven't much time to court others. Just four distillers put a combined $65.9 million into the listed media. Predominantly, they concentrated in five print media. But through wine, chemical and/or pharmaceutical divisions two of them – Schenley and particularly Seagram – managed to spread their word around on the air.

Seagram spent more than 40% of all the advertising dollars of the big four.

In distilled spirits, National Distillers' others'-label ratio is said to be virtually zero. (Its Bellows division

(continued on page 152)

More Private Labels Planned by Chains

In a report to American Marketing Assn. a year ago, Richard G. Zimmerman of Super Market Merchandising said that 84% of super markets surveyed then carried private brands. Seventy-one percent of them did so to a "considerable" extent and 13% to a "limited" extent.

Among all the stores surveyed, the private-label share of total grocery sales doubled from 5% in 1953 to 10.7% in 1958.

Fifty-nine percent of all these stores expected to expand the number of private-label items; 37% would keep about the same number, and only 3% would reduce them.

In a current survey among 125 top grocery chain buyers or merchandisers in 73 markets across the country, Selling Research, Inc., New York, found that the "strongest" private labels are on canned fruit and vegetables, reported by 48.8% of those interviewed.

Next in rank were coffee, 25.6%; dairy products, 24.8%; baked goods, 22.4%; soaps and detergents, 20.8%; salad dressing, 13.6%; frozen foods, 12%; evaporated milk, 11.2%; cooking oils and shortenings, 10.4%; staples, 9.6%; ice cream, 8%; tea, 7.2%; fruit juice, 6.4%, and preserves, 5.6%.

Seventeen other types of products were reported, ranging from candy, nuts and peanut butter (mentioned by 4.8%), down to soft drinks, potato chips, beer, dog food (mentioned by 0.8%). Two types of products, hosiery and drugs, were not then private-labeled in any of the stores surveyed.

To the question, "In what other lines are you, **right now**, considering the **addition** of private labels?" Selling Research says, only "24 positive answers were obtained." Most frequently specified were soaps and detergents, by 25%; canned vegetables and fruit, by 16.7%, and dairy products and bleach, each 12.5%.

One-third of these 24 repliers were "right now" considering adding private-label instant coffee, salad dressing, staples, hosiery, potato chips and peanut butter. One-sixth of them would add private-label instant tea, cooking oil and shortening, honey, apple sauce, cake mixes, fruit juice, canned or packaged meat, paper goods, liquid starches, dog food, soft drinks and drugs.

Several of them said: "All lines possible."

Of the 24 repliers planning immediate expansion of private labels, 16 said they would **not**, and eight said they **would**, "reduce the number of competing national brands."

Studebaker's Shop-A-Thon: Hoopla, Prizes And Sales





ANYONE FOR SILVER DOLLARS at three cents each? Drawings make it possible. Stores in shopping centers, where Lark's show is playing, tie in with silver dollar sales bee.

IN MIAMI it sold 50 cars. . . . In Kalamazoo it opened the famous mall. . . . In city after city it garnered as many as 3,000 new prospects for dealers.

"It" is an old idea brought up to date with drama and excitement—a demonstration that surrounds the product with color and audience participation. In Studebaker's case the show is called the Lark Shop-A-Thon.

Shop-A-Thons move from one city's shopping center to the next. They run a week, are emceed by the indefatigable John Reed King, the well-known radio and TV personality. King and the Shop-A-Thon creator, Jules Evan Baker, who own and direct the Lark Shop-A-Thon, tested their first show in the Lennox Square Shopping Center at Atlanta, have been refining it ever since. With each performance the production becomes surer, more elaborate.

▶ A typical Shop-A-Thon gets off the ground with a motorcade of new Larks, supplied by local dealers, which tours the surrounding area after a newspaper and radio send-off by the dealers. The cavalcade rolls into the shopping center with police escort and the production is on with a frantic start. There are fashion shows, produced in co-operation with local shops; sample rides in a Lark; "Tankfull" runs with prizes to guessers who come closest to estimating how long it will take the Lark to run out of gas. There are such gimmicks as silver dollars on sale for three cents, $100 shopping sprees for "happy looking" couples. A $20 bill is awarded to the person who, after studying the Lark price tags, remembers all the facts and figures.

The Shop-A-Thon is actually a showroom-away-from-home for local Lark dealers. With as many as 30,000



HAPPIEST, and why not? They won a TV set at a recent Lark Shop-A-Thon just for looking happy! John Reed King, partner in the Shop-A-Thon productions, dreams up such gimmicks to keep the crowds coming, and also garner prospects.



FASHION GAME—Nothing like the swish of tulle to bring out the ladies—seems to bring the guys, too. Feature of traditional Lark fashion show is a quiz game, based on value of model's clothes. Styles are related to various Lark models and colors.

people each day to study the cars while they watch the show, dealers have a field day. And King keeps the pot boiling by getting the audience into Lark cars by means of the Lark quiz phones in each automobile. Prizes are also given to alert persons who are able to digest the sales message they get from the quiz phones. In the meantime, King runs closed-circuit TV shows ("See yourself on TV!"), features audience participation stunts.

▶ Each day the show is different. One day there will be spot radio broadcasts by local stations which provide clues for finding the Lucky Lark shopper. When the amateur detectives turn up at the shopping center with their children, there is a real haystack with hidden prizes to keep the kids occupied. Dance contests, traffic safety demonstrations—using Larks—keep the crowds coming.

King and Baker are experts at improvisation. They have given prizes to the owner of the oldest Studebaker, to the Studebaker owner whose car has the most unusual gadgets, to the owner of the Studebaker with the greatest mileage on its speedometer.

Lark, an early entry in the compact car sweepstakes, has been buffeted by the Big Three's entries. This year, Lark lost some distance. The Shop-A-Thon has been a partial answer to the company's problem of how to fill the widening gap.

This summer the Shop-A-Thon has played Pittsburgh, Cleveland, Toledo, Detroit, Indianapolis, Cincinnati, St. Louis and several other cities. Everywhere Lark dealers have watched their sales climb.

"And why not?" asks King. "People love a show. We make examining a Lark not just painless but downright fun." ◆



OVER TO YOU: To get prospects into a Lark, a quiz game. Visitor must sit in car, listen to Lark statistics over phone. People with total recall win valuable prizes for publicity.



MORE PRODUCTS, BIGGER MARKETS than ever, demand new attention to sales organization—if a top seller is to maintain expected high efficiency against today's increasing competition.

Lipton Revamps Field Sales Structure

In a move to decentralize sales supervision—and maintain top spot in growing markets, Lipton quarters the country, names four regional sales managers. But they'll have sales responsibility only—company headquarters still holds total marketing reins.

The new marketing pattern for Thomas J. Lipton, Inc., has two primary functions:

1. To fix clearly defined lines of responsibility.

2. To free sales personnel of office detail (traffic, warehousing, billing, credit, etc.) so they may devote more time to productive selling in the field.

Four new regional sales areas—Eastern, Central, Southern, Western—each headed by a regional sales manager, will assist administratively in accomplishing these goals.

The influences that brought about the marketing change, President W. Gardner Barker explains, are:

- Company growth during the last ten years and the challenge of meeting the new demand for Lipton products with the same efficiency which customers have come to expect.
- New markets which have sprung up with population shifts, and old ones which have expanded faster than others.
- Hotter competition in the food industry with stepped-up product innovation, superior advertising and promotion.

Company Growth

Lipton ranks No. 1 in the tea field. In the soup industry, it is No. 1 in dry soup mixes, and No. 2 in the soup industry generally. In the salad dressing field, it ranks No. 2.

In ten years sales have doubled. Every year since 1950 they have been increasingly larger than the year before. In 1950, net sales before discount were $54.4 million. By the end of 1959, they had reached $115.8 million. And the number of men selling Lipton products throughout the U. S. has increased: Twenty years ago there were 277 salesmen; today there are 420, a 50% increase.



"In one of the most phenomenal periods of sales growth in our history . . . we [must meet] not only today's increased demands, but tomorrow's."

—W. Gardner Barker, President, Thomas J. Lipton, Inc.

Since 1950, to meet competition, the company has added many new products, including the Wish-Bone salad dressings line (French, de luxe French, Italian, cheese and Russian), and three new soup mixes (green pea, onion, and beef noodle with vegetables). The Flo-Thru tea bag and Lipton instant tea were also developed and put on the market during the last decade.

"We have seen during the past ten years," says Barker, "one of the most phenomenal periods of sales growth in the history of the company. This period of growth, however, has brought with it some new problems and new challenges, foremost of which is the challenge of meeting the new demand for our products with the same efficiency which customers have come to expect of Lipton. We have the problem of meeting not only today's increased demands, but tomorrow's as well.

"The streamlining of our field sales organization with regional sales managers will add cohesion and flexibility to our selling, in both planning and operational stages; provide improved service to wholesalers and retailers, and assure deserving salesmen of receiving full credit for their efforts—with opportunities for advancement."

Before any changes in the field sales organization were recommended,

Dollar for dollar in the first half of '60, the Post had the greatest gain of any magazine...

a cool $9,462,691



Magazines are sizzling, as more and more advertisers say, "magazines first—because magazines last." Hottest of all (cold cash talks!) is The Saturday Evening Post. ■ The Post's gain for the first 26 issues was the biggest of all magazines—nearly *$9½ million*—a blazing *20.2%* increase over last year. The other big weekly's 26-issue gain was *$6,961,549* — a *10.7%* increase.* ■ For the same 26 issues, the Post is up *128 pages*—a gain of *9.1%* over last year. The other weekly is up *12* pages for this 26-week period.* ■ Our love affair with readers is flaming, too . . . our circulation rate base zooms to 6,500,000 in early 1961! ■ Hot enough for you? It is if you're in the Post!

*SOURCE: PIB

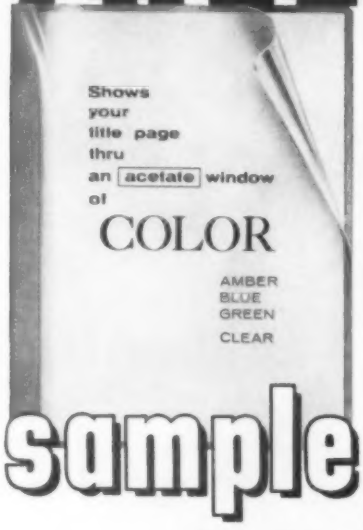
READERS TURN AND RETURN TO YOUR AD PAGE IN THE POST—THE HI-FREQUENCY WEEKLY!

A CURTIS MAGAZINE

The Saturday Evening POST

THE INFLUENTIALS' MAGAZINE

FREE



sample

OF THE
NEW
VPD
VISI/BELLE™
Report Cover

An impressive, influential way to present:

advertising programs
leave-behind presentations
training manuals
departmental reports
publicity releases
campaign summaries
new business proposals
direct mail

VPD products are sold by stationers everywhere.

For a **FREE**
VPD VISI/BELLE
write, on your
business letterhead, to:
Joshua Meier Company, Inc. Dept. SM
Mfrs. of VPD Binders and
Visual Presentation Products
601 W. 26th Street, New York 1, New York

a detailed study of organizational structure was undertaken by Lipton personnel in an effort to place the company in a better competitive position. All of the ideas incorporated in the final plan originated from employees within the Lipton organization. After the key facts were presented, management evaluated the recommendations and put into effect those which it felt would be of most value to the company as a whole, to the salesmen and to the wholesalers and retailers.

The management setup in the home office in Hoboken, N. J., remains unchanged: M. A. Reilly, vice president of marketing, continues to be responsible for all marketing operations. H. L. Suttle continues as vice president in charge of sales, reporting to Reilly. W. F. McMahon continues as general sales manager, reporting to Suttle.

The Voice of the New RSMs

The responsibilities and objectives of the new regional sales managers are very strictly defined. Their voice will be loud in some respects; in others it will be silent:

- They will be autonomous to a large extent, but only insofar as **sales** of Lipton's products are concerned. Lipton management is emphatic in putting the accent on **sales.** They will have top authority in their respective regions so far as sales operations are concerned, and will be responsible only to General Sales Manager McMahon.
- They will act as consultants to the company, and will be the source of a continuous flow of field sales information from which top management will determine sales policies.
- They will make frequent trips to Hoboken headquarters to keep top management fully informed of sales progress in their respective regions. There is no set scheduling for periodic meetings of this nature.
- They will direct Lipton salesmen in assisting distributors and retailers in increasing the flow of Lipton products and accelerating turnover. In retail grocery stores, for example, this means planning and erecting point-of-purchase displays, arranging for cooperative advertising support, and timing these efforts with national advertising so that maximum benefits will be derived.
- They will coordinate selling at all times with the Lipton philosophy for seeing and fulfilling America's appetite for more good things to eat. Lipton management recognizes the importance of developing new products which not only meet these trends, but precede them. The regional sales managers' responsibility is to make it easier to place the many new Lipton products on retail shelves.

Where the RSM Voice Is Silent

Contrary to the trend in many companies, Lipton holds its regional sales managers strictly to sales operations. For example, they will have no voice in any decisions that have to do with advertising. In this Lipton management is adamant:

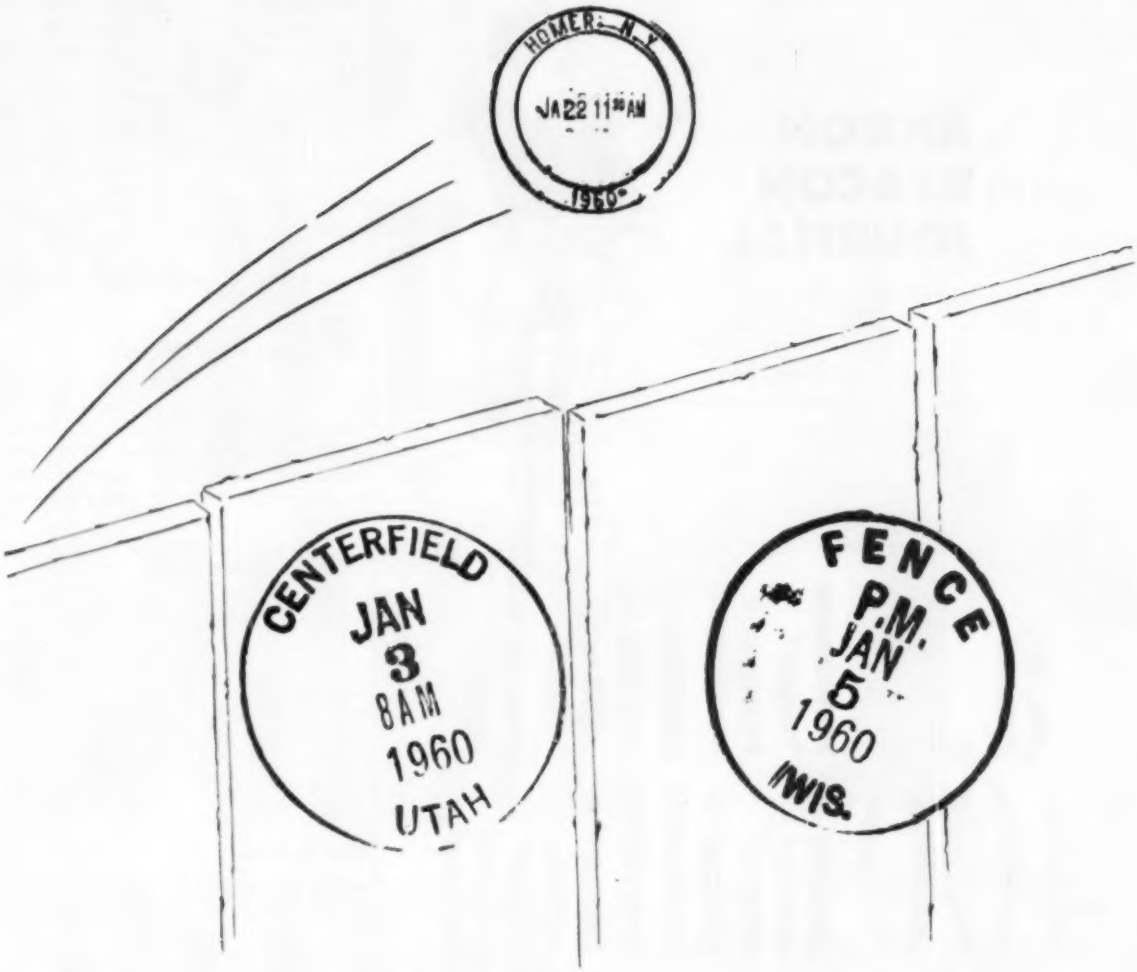
- The regional sales managers will not participate in management policy meetings, but their presence, Barker points out, will be felt by "remote control."
- They will not sit in on company advertising planning sessions. Neither will they have anything to say about advertising budgets, media selection or advertising themes for their sales regions. The advertising phase for each region will be formulated by executive management in Hoboken, together with the company's advertising agencies: Sullivan, Stauffer, Colwell & Bayles, Inc., for tea products; Young & Rubicam, Inc., for soup products; Edward H. Weiss and Co., for Wish-Bone salad dressings.

Lipton management feels that the advertising function is best taken care of by advertising experts who will carefully analyze information sent in from the field by the regional sales managers. The only exception might be when a regional sales manager sits in on a meeting called to solve a particularly difficult sales problem peculiar to his region.

So far as the practice of media salesmen's making presentations to regional sales managers, Lipton executives will not encourage it; neither will they stop it, which they feel would be difficult. They prefer to have all presentations made at headquarters.

- The regional sales manager will not be allowed to pressure management into changing the over-all advertising program, such as changing to or from newspapers, spot television, national magazines, outdoor, etc. Each of the Lipton products has its own executive whose title is product manager. He is responsible for the marketing of his product, including its research, advertising, trade relations, packaging, pricing, promotion, sales and quotas, and the formulas which make up the product. He is kept informed of the thinking of each regional sales manager in regard to sales of the product—but the product manager has the last word in all ad-

The postmarks are actual reproductions



Grit goes to bat for you in 16,000 small towns to help provide balanced national coverage

In major-league cities, the metropolitan-minded mass magazines give you solid coverage. But in 16,000 small towns coast to coast it's a different story. Here the mass magazines thin out . . . and Grit fills in to provide *balanced national coverage*. Keep Grit on your schedule this season. In terms of total marketing success, you can't get to first base without it.

GRIT

Grit Publishing Co., Williamsport, Pa. • Represented by Scolaro, Meeker & Scott, Inc. in New York, Chicago, Detroit, Philadelphia; and by Doyle & Hawley, Inc., in Los Angeles and San Francisco

It's true that people make markets, BUT they do not become customers until they are **REACHED** and **SOLD**



in **AKRON**
only the **BEACON JOURNAL**
can do the job!

Here are the facts about the Akron Beacon Journal Area of Influence.

a 1 billion 400 million* DOLLAR MARKET

POPULATION . . . 745,660
FAMILIES 220,734

TOTAL BEACON JOURNAL CIRCULATION:

DAILY	SUNDAY
165,373	175,773

Plan your sales promotions in Akron's ONLY daily and Sunday newspaper and be sure your messages go home. It costs but 40c per line with spot or full ROP color available in all issues. ***ROP Color available Daily and Sunday***

**Source 1959 Sales Management Survey of Buying Power.*

AKRON BEACON JOURNAL

"Ohio's Most Complete Newspaper"

JOHN S. KNIGHT, Publisher **Represented by Story, Brooks & Finley**

vertising recommendations presented to management.

Lipton has been conservative in adopting new advertising tenets. For example, it has not been interested in the special advertising packages, split-runs, etc., now offered by national media. However, a spokesman points out that with its new regional sales setup and its product planning and selling methods extended full scale, it may consider regional advertising editions of the various media. At present Lipton's answer is "no."

Lipton's current advertising budget is well over $10 million, with tea products heavily advertised in television, and soups and salad dressings in print media.

Divisional Sales Offices

Divisional sales offices in the new sales structure will be increased from ten to 16. The divisional sales managers in charge of these offices will report directly to the regional sales manager in the area in which they are located.

Marketing Managers

Each divisional office will have a staff of market managers—assigned to specific locations—who will report directly to their divisional manager. Specifically, the job of the marketing manager will be to supervise a staff of salesmen, to call on customers and to promote the sale of Lipton products in the cities for which he is responsible.

Distribution

Dovetailing with the new regional sales setup is a streamlined distribution system. It is designed to ensure product freshness and availability, and help management minimize rising distribution costs. Each regional sales office has a distribution manager who is responsible for allocating incoming orders and processing them direct to the warehouse nearest the customers. He is also charged with the maintenance of warehouse inventories.

Distribution planning is closely coordinated with production, advertising, traffic and sales planning to ensure availability of Lipton products when and where customers want them. ◆ AE

▶ *For further reading on responsibilities of regional sales managers, see reprint #403, "The Regional Sales Manager: Loud, New Voice in Advertising," SM, August 21, 1959 (25 cents). Write: Readers' Service, Sales Management, 630 Third Ave., New York 17, N. Y.*

BEST JET CARGO OFFER YET



SUPERCARGO

daily nonstop service New York to Frankfurt

- Also All-Cargo nonstop flights from New York to Frankfurt.
- Direct jet cargo service from San Francisco, Chicago, Montreal to Paris, Frankfurt.
- Immediate connections to All Europe, Near, Middle and Far East, Africa.
- Expert handling, lowest possible rates.

Call your agent or

LUFTHANSA
GERMAN AIRLINES

AIR CARGO DIVISION—410 PARK AVENUE, NEW YORK 22, PL 9-5522
OFFICES IN PRINCIPAL CITIES OF U. S. AND CANADA





BASIC TEST FOR MEDIA SELECTION:

Ask anyone, anyone you're trying to sell in the aerospace market, what publication he reads and respects most.

A powerful editorial force is a powerful selling force.

Aviation Week
and ***Space Technology***

A McGraw-Hill Publication 330 West 42nd St. New York 36, N.Y.

ABC PAID CIRCULATION 78,983

Project Mercury—McDonnell Aircraft



(Just a matter of Relativity)

WBTV-CHARLOTTE IS FIRST TV MARKET IN ENTIRE SOUTHEAST WITH 597,300 TV HOMES*

WBTV DELIVERS 43% MORE TELEVISION HOMES THAN CHARLOTTE STATION "B"**

**Television Magazine - July 1960*
***NCS #3*



JEFFERSON STANDARD BROADCASTING COMPANY

WBTV

CHANNEL 3 CHARLOTTE

Represented nationally by CBS Television Spot Sales

LET'S COMPARE MARKETS!

WBTV — CHARLOTTE	597,300
ATLANTA	578,800
MIAMI	515,400
MEMPHIS	488,300
LOUISVILLE	459,600
BIRMINGHAM	431,600
NEW ORLEANS	386,300
NASHVILLE	346,800
NORFOLK-PORTSMOUTH	342,400
RICHMOND	275,400

TRAVEL

fleet decisions get tougher to make

Keeping the sales force on wheels—at minimum cost—gets tougher and tougher. . . . For most companies, salesmen's mileage is running higher this year. Other costs are up too. While sales may have risen, profits are down for many.

Mileage driven by salesmen on company business is running at least 10% higher than last year. Average salesman's mileage for first six months of '60 was 1,991 miles per month, compared with 1,801 miles in same period of '59. (Figures come from Wheels, Inc., big Chicago-based auto fleet leaser.)

Compact cars offer ways to trim travel costs per mile. There'll be more than ten compact models on the market this fall; four new ones will be "luxury" types. Some sales execs already see them as an answer to dual problem of how to shave travel costs without deflating salesmen's morale. . . . Yet, with little historical data available on gas consumption, depreciation, other costs, it's a tough decision to make.

COMPUTERS

mathematical marketing comes a step nearer

Mathematical marketing is coming a step nearer, thanks to four major computer makers. The day is almost here when a marketing exec, aided by a technician, can tell a computer what to do in simple English key words (instead of present complicated numerical jargon understood only by operations researchers). . . . RCA claims to be first to succeed in developing a "common business-oriented language system" for computers. Remington Rand, Sylvania, IBM insist they're not far behind.

Significance: This could eventually eliminate operations researchers from involved process of using computers-plus-mathematical-analysis as tools in marketing decision making. Marketing execs could communicate with computers with less interference than ever before. Result: Less chance of destroying meaning and content of a complicated sales problem fed into the machines. . . . (For more, see SM's feature, "What's the Status of Mathematical Marketing?" July 1, 1960, page 25.)

CO-OP ADS

Congress passes 5% tax exemption

Co-op ad payments will be exempted from excise taxes Oct. 1, when new law goes into effect. . . . Congress did the deed on final day of its session by passing Mills-Mason bill. It affects all products subject to excise taxes; is significant because it reverses an Internal Revenue 1958 ruling.

Co-op will probably get a real boost from the new law. But it has limitations: (1) Only 5% of manufacturer's price may be exempted from excise taxes as co-op ad payment; (2) only allowances for ads in newspapers, radio, TV are affected. . . . A more controversial pro-advertising bill, the Boggs ad deductibility proposal, died for lack of support. It is likely to be revived in revised form during next Congress.

FTC

imminent cleanups:

We hesitate to cry wolf, but . . . it's abundantly clear that the FTC is prepping for new "crackdowns" on: (1) advertised guarantees; (2) buyers who demand special co-op ad deals.

1. guarantees

False advertising of product guarantees is sure to be cleaned up by FTC. . . . The Commission is hot under the collar over this one. Its "Guide against Deceptive Advertising of Guarantees" was issued months ago—and largely ignored. Now, in putting out a rare second warning, FTC declares: "Too little time or too little space is no excuse for falsely advertising the guarantee on a product. Not only is it no excuse, it is an invitation to adversary action by the FTC."

Specifically cited by FTC: Those spot commercials on radio and TV that permit time for making guarantee claims but not enough for explaining terms that limit guarantees. . . . Suggestion: If you're advertising guarantees, check quickly to be sure you're safe. "Guarantee Guides" are still in print; write to Bureau of Consultation, FTC, Washington, D. C.

2. co-op ad deals

Look for FTC to go after more big retailers suspected of demanding special co-op ad deals from suppliers. . . . FTC recently ruled, 4-1, in case against Grand Union, that its broad powers can be used to halt the knowing inducement of discriminatory ad allowances—even though this is not specifically prohibited in Robinson-Patman Act. (While FTC had previously issued a handful of similar complaints against big retailers, this is the first case to get formal ruling.)

In Grand Union case, FTC ruled that the 340-store food chain induced suppliers to hand over promotional allowances that it knew were not being offered to its competitors. The deal: Each of 30 firms paid $1,000 a month for advertising on an illuminated "spectacular" sign in New York's Times Square. Some suppliers were assured special in-store promotions; others got exclusive or preferential shelf treatment.

Grand Union is appealing to the courts . . . but this decision is sure to kindle an immediate fire under FTC investigators. They have long itched to nail that special brand of mass retailer that is often the first and real cause of some of the biggest, most unfair co-op ad deals of all.

MISCELLANY

news and ideas of marketing note

A national educational program for auto salesmen is being drafted by National Automobile Dealers Assn. Cooperation of manufacturers will be sought. Aim is to attract and hold competent young men in auto sales ranks; to raise car selling to professional level. . . . Federal, state and local taxes now top $100 billion a year. . . . There are more than 58 1/2 million housing units in the U.S. today. . . . The 32nd annual Boston Conference on Distribution will be held Oct. 17-18 at Statler-Hilton Hotel, Boston. Address inquiries to Daniel Bloomfield, Soldiers Field, Boston.

The most important market... the market you can't afford to miss

Advertisers have no easy time of it when it comes to selecting magazines within given advertising budgets. Just as pressing and important as what to choose is what to leave out. Perhaps more important.

Not too many years ago the problem appeared simple and the solution, unsophisticated. Most advertisers chose the magazines with the largest circulations.

Today, of course, effective advertising and efficient budgeting demand that media be used as precise marketing tools. And the gauge in their selection is far more qualitative. This explains why, for example, in the past decade the news magazines have become the consistent spearhead of major advertising campaigns . . . notwithstanding numerical circulation comparisons with mass media.

It also explains why, among news magazines themselves, more and more advertisers have recognized "U.S.News & World Report" as . . .

The most important magazine of all



No other magazine is so thoroughly read by so many important people motivated by one vital need—essential, useful news. No other magazine meets this need by concentrating, every week, exclusively on such news. The result: a highly nonduplicated audience of leaders in business, industry, government, the professions—and the community.

These are subscribers with a higher average family income than that of any other news magazine, or any magazine with more than one million circulation. For advertisers, this means "U.S.News & World Report" covers a larger number of actual customers and prospects than magazines with even larger circulations. Clearly, here is one market no advertiser wants to miss.

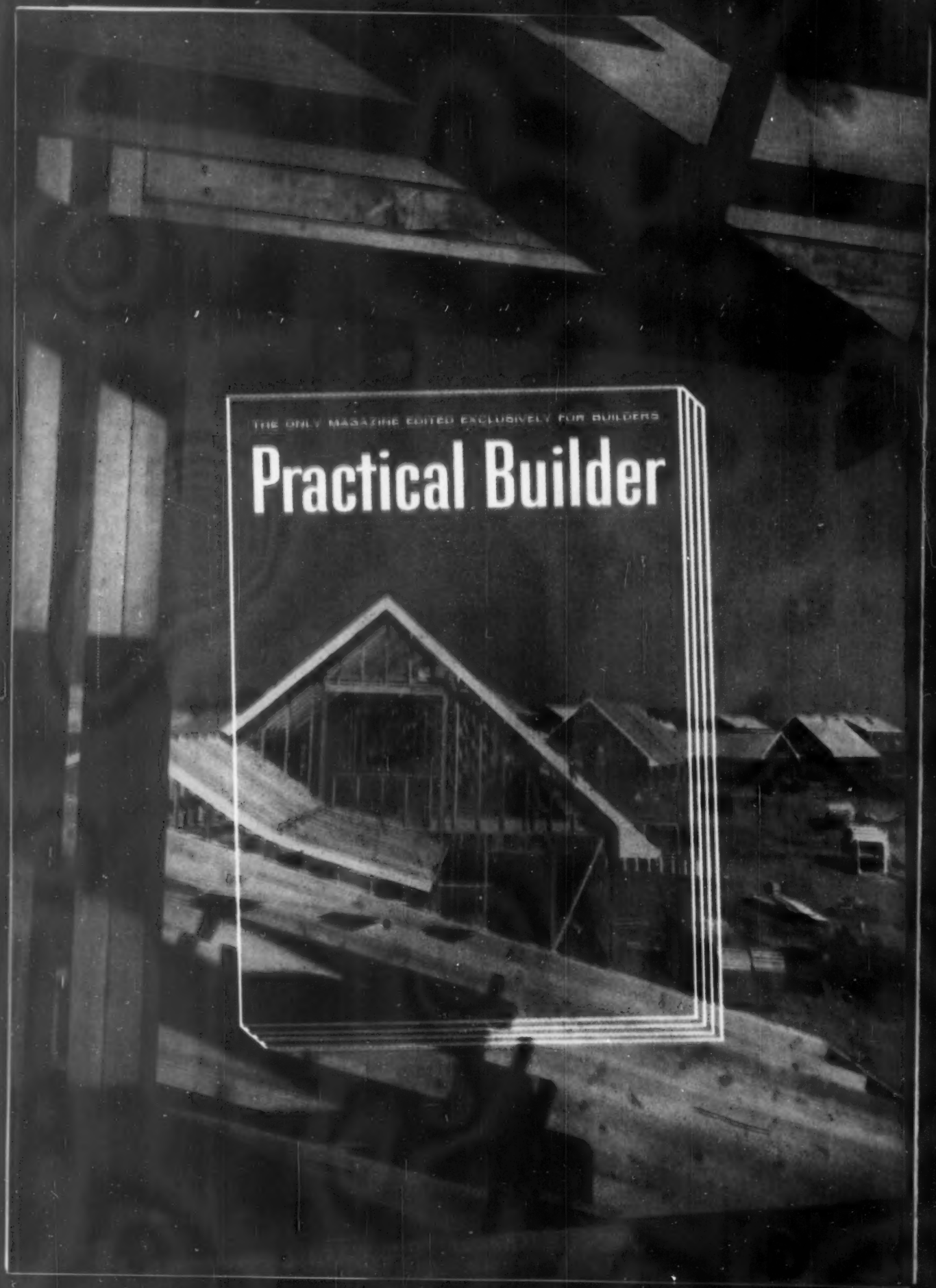
Ask your advertising agency for the documented facts about this important magazine . . . from your standpoint, very likely the most important magazine of all!

U.S.NEWS & WORLD REPORT

America's Class News Magazine

Now more than 1,150,000 net paid circulation

Advertising offices, 45 Rockefeller Plaza, New York 20, N. Y.
Other advertising offices in Boston, Philadelphia, Pittsburgh, Cleveland, Detroit, Chicago, St. Louis, San Francisco, Los Angeles, Washington and London.


THE ONLY MAGAZINE EDITED EXCLUSIVELY FOR BUILDERS
Practical Builder



Building's most important buyers read Practical Builder

...and more than half of them read it exclusively!

Cold, hard statistics provide the evidence. Without PRACTICAL BUILDER you miss a big share of the light construction market! So thoroughly does PB hold the respect and confidence of its builder-subscribers (*the largest buying force covered by any builder publication*) that more than half of them (54.7%)—read PB EXCLUSIVELY!

The importance of this readership is underscored by what PB builder-readers did volume-wise in 1959: 799,632 housing starts valued at $13.1 billion; 115,778 non-residential buildings valued at $6.2 billion; 671,161 remodeling jobs valued at $2.5 billion.

Moreover, 73.1% of PB's circulation do not read the second builder magazine—and these readers did a dollar volume of $13.5 billion; 69.9% do not read the third builder magazine and their total business was $13.3 billion.

Here then, is an area of huge market potential; an area within the reach of only one magazine . . . PRACTICAL BUILDER—the only magazine that covers 70% of the light construction industry. (*And a good share of it—exclusively!*)

Want the research evidence of these facts? Ask your PB representative for the "Continuing Study of Practical Builder Readers" by the Bureau of Building Marketing Research.

PRACTICAL BUILDER

A CAHNERS PUBLICATION • 5 SOUTH WABASH AVENUE • CHICAGO 3, ILLINOIS

JOSEPH CARL FOSTER

DYNAMARKETER

Molders' Molder Helps

By LAWRENCE M. HUGHES
Senior Editor



"What we give away is more valuable to our customers than the resins we sell. . . . We're problem solvers."

Customers to Shape and Sell

Leominster (pronouced **Lemon**ster), Mass., is said to have cradled the U.S. plastics industry. For 41 years there Foster Grant Co. has been busy proving that Old New England still spawns its full share of American enterprise.

Indeed, President Joe Foster today is busier than ever proving to all within earshot and eyeshot that, by applying **its** knowledge of materials, molding and merchandising to **their** problems, Foster Grant will keep itself and its customers growing.

In addition to going on the road, here and abroad, for about 100 workdays a year, Joe has started to prove this "personally," in print. Foster Grant's current series of double-page ads in plastics publications is gutsy and challenging.

Three-fourths of each monthly spread pictures Joe proclaiming a major Foster Grant attribute. In words, in the remaining one-fourth, he brings services down to specific customer cases—in methods, costs and results.

The opening spread showed him speaking eloquently (hands upraised) of the company's wide experience and altruistic philosophy: "What we **give away** is more valuable to our customers than the resins we sell. . . . **We're problem solvers.**"

Problems may range from matching colors fast and precisely to reducing cycling time by mold redesign or machine improvement, to helping a customer to get finished consumer articles costed, packed, displayed and sold.

▶ Joe is proud to hear Foster Grant called "the molders' molder." The company set the pace with such improvements as hydraulic and injection molding and lubricated plastics. At plants in Leominster, in Manchester, N.H., and Baton Rouge, La., and a forthcoming wholly owned operation near Zurich, Switzerland, a steady stream of customer and prospect visitors see literally the whole works: They see nine different plastic materials (of which Foster Grant makes four and buys five) being molded by four different injection methods, product controls, scrap handling, "automatic" fixtures, adaptations of machines for greater flexibility, and various other processes.

In the tool and die shop they see how Foster Grant builds its own machines and the parts for them. In the new "basic" research center at Leominster they can see chemists searching for the materials of tomorrow.

They go through Foster Grant's showroom. This company started out in 1919 to ornament women's hair. It still makes and sells a lot of combs—but no longer of celluloid. (Big Du Pont still sells combs, too.) Foster Grant still makes more sunglasses than anyone else. For a quarter-century it has sold them, under the Fosta and Grantly brands, through such organizations as Woolworth, Kresge and McKesson & Robbins. Super markets are growing FG customers.

For Gillette the company makes boxes and plastic dispensers, and through four decades it has molded such hair accessories as barrettes and curlers for H. Goodman & Sons, New York. In fact, this relationship of founder Samuel Foster and his son Joe with the Goodmans grew so close that Abraham and Jacob Goodman—respectively chairman and vice chairman of Foster Grant's board—together are the company's second-largest owner.

Other Foster Grant-fabricated items range from tumblers, toys and Toidey seats to polyethylene squeeze bottles and housewares.

Visitors meet its specialists in styling, marketing, display and packaging. "We watch the retail counter all the time," Joe Foster explains. "We detail wholesalers and stores. We see how others' products are being packaged and sold. . . . Over the years we've learned how to design and engineer to fit a price. This experience helps us to sell materials to molders. And when we can bring the molders here, it increases our sales power."

Finished-product fabricator customers don't seem to mind this "molder's" competition. Foster Grant tries to sell its own finished wares constructively: "We don't undersell them," Joe Foster emphasizes. "We strive to build products that strengthen them and widen the market."

▶ In the 18 years since Joe, now 56, succeeded his father as president, the company's sales have multiplied about 19 times, to $38 million. In the first nine months of the current fiscal year, which will end on October 3, sales have risen about 24% and net profit, 44%, from the parallel period of fiscal 1959.

A year ago, for the first time, Foster Grant admitted a limited number (190,000 shares) of "public" owners. But though Joe cannot recall "a single red year," and though this year's earnings will be around $2.4 million, only stock dividends are declared. "We continue," he says, "to plow back all earnings."

Today, the business is divided about evenly between "articles" and "materials." Despite the fact that in it Foster Grant competes against all the Big Eight of chemicals and a lot of middle-size and smaller producers, the "materials" part now expands faster.

The advertising account is handled by Donahue & Coe, Inc., New York. The Joe-Foster-in-person series, Joe points out, was their idea. At first he was doubtful. Joe is not exactly a blushing violet; in his Yankee way probably he has as much sense of Mission as, say, George Romney of American Motors or Jeno Paulucci of Chun King Foods, both of whom are busy personifying their products in print.

Yet Donahue & Coe is animating Joe in a very dominating way. In every plastics-publication ad the reader is told about "the world's largest plastics laboratory . . . backed by 41 years of molding know-how"; about Foster



to work in
IDAHO

Why? Because Idaho's abundant recreational facilities and great outdoors provide workers with an ideal place to live and play . . . close to the job. Result; a more energetic, stable work force, minimum turnover and absenteeism. No place in Idaho is more than an hour from a trout stream. And the average worker lives less than 10 minutes from his job. Because Idaho workers spend less time getting to the job . . . they do far better *on the job.*

IDAHO WELCOMES INDUSTRY

For complete information on what Idaho offers *YOUR* company write to the Idaho State Department of Commerce and Development, Room 602A, Capitol Building, Boise, Idaho.

Subscriber Service

Subscribers buy more than one million pages of reprints yearly, through **Sales Management's** Readers' Service Bureau. In addition, RS stands ready to help you research back issues of **SM** on any classification of subject matter we have published Write: **Sales Management,** Readers' Service Bureau, 630 Third Ave., New York 17, N. Y.

JOSEPH CARL FOSTER (continued)

DYNAMARKETER

Grant's efforts to design molds for a resin customer (one of them saved more than $100,000 annually as a result); about "carload savings" from an FG system of bulk handling, and about FG's trade-marked Fosta version on Nylon-6.

President Joe Foster now admits to being pleased with the new advertising campaign. He can show letters from prospects asking **his** help on their problems. Some send samples and request aid on specific molding methods.

Samuel Foster's celluloid comb business was just four years old when his only child, Joe, then 19, got into it. (Samuel's original partner, Robert Grant, stayed only about nine months.) Joe had ended his formal education after one year at Boston University for two reasons: "I wanted to go into the business," he says, "and to get married." The first he did immediately but the second required four years.

In 1942 Samuel moved to Southern California and became an oil distributor. At 38 Joe took over. Among Foster Grant's wares in that wartime period were shockproof lenses for gas masks and sheetglass visors for artillery. With V-J Day there were no big reconversion problems. "We were injection molders," Joe says, "going in and coming out."

But two decades before, the young business was nearly wrecked – and then creatively stimulated – by two happenings:

1. Dancer Irene Castle bobbed her hair, and millions of less famous women copied her.

2. Then-big-customer Woolworth, among others, received mounting complaints from women whose celluloid combs caught fire.

The Fosters met the U.S.-short-hair situation by opening a plant in Mexico to serve Mexican and Latin American women, including Indian squaws, who continued to wear theirs long and went to some pains to ornament this crowning attraction.

Meanwhile, in this country, they sought customers for celluloid clocks, umbrella handles and dominoes.

Then, from Germany, they learned about cellulose acetate and polystyrene, and became "first in the molding industry," Joe explains, to learn to use these materials. They had to design and build their own machines for them. They found that molding is less costly than punching celluloid sheets, and they learned how to "inject" the new materials. From the accidental overturning of an oil can, they discovered the advantages of lubricated plastics.

At the opening of Foster Grant's new research center last March, a leading polymer chemist, Dr. Herman Mark of Brooklyn, said that in "such fluid and fast-moving industries as chemicals and electronics, originality of thinking—not size—determines a company's chances of success."

Joe credits his father with being "imaginative and creative. He gave us experience and objectives. And though the business today is much larger, we're still building on his foundation."

Tomorrow's growth will still stem from "developing new end uses," Joe believes. In the process, plastics will continue to rob older materials. He showed me a plastic cup designed to replace paper for hot liquids from vending machines – at comparable cost, and a line of attractive plastic tumblers that "will hold up in a dishwasher and under hot water." Two customers already are making them. When another customer wanted to go into blown-ware, Foster Grant even loaned them a machine for its production.

"In time some customers may be able to produce at lower cost than we can," he admits. "But we don't mind. We intend to go ahead, innovating and pace-setting."

This year Foster Grant introduced not only a double-walled thermo cup, but fast, low-cost production facilities for it. "Already we've sold millions of them—at 6 for 29 cents, retail. We hope to help our customers to sell many millions more.

"We got into materials because we felt we could **compound** better. And in the process we learned to **fabricate** better. But we don't push 'vertical integration' too far. We intend to get the best materials for our own and our customers' purposes, even if we have to buy some of them.

"The most important factor in 'integration' is **merchandising.** All the other 'know-how' we may possess rests on ability to develop products that people want at prices they want to pay." ◆

current facts about the



480 MILLION DOLLAR NORTHEASTERN MICHIGAN MARKET

Here are two important factors to consider if you have a sales problem in Michigan.

Many analysts consider the above 18 county area, with Bay City the gateway, as a ONE MARKET TARGET due to the economic ties of the counties and the dominant role Bay City plays as the single large city of the area . . . an area accounting for more than $480 million annually.

The Bay City Times is the one effective advertising media providing SALES POWER for the entire area . . . reaching 9 out of every 10 homes in Bay County and 3½ out of 10 homes in all of Northeastern Michigan.

Whether you're interested in product testing . . . utilizing the impact of spot color . . . or simply covering your market effectively and economically, The Times is your best buy in Northeastern Michigan.

BAY CITY: The Seaway port of Northeastern Michigan

THE RETAIL SALES PICTURE IN NORTHEASTERN MICHIGAN

	Bay County	18-County Area
Retail Sales	$149,716,809	$480,383,410
Food Sales	43,373,333	157,886,366
Apparel	7,035,533	14,475,666
Building and Lumber	11,037,233	44,028,566
Specialty	8,139,466	24,361,400
General Merchandise	13,246,866	36,815,566
Automotive	33,401,066	131,681,300
Furniture	7,697,400	16,843,033

SOURCE: Michigan Dept. of Revenue 1959 Bulletins. Write for your free copy of complete 18-county sales breakdown for 1959.



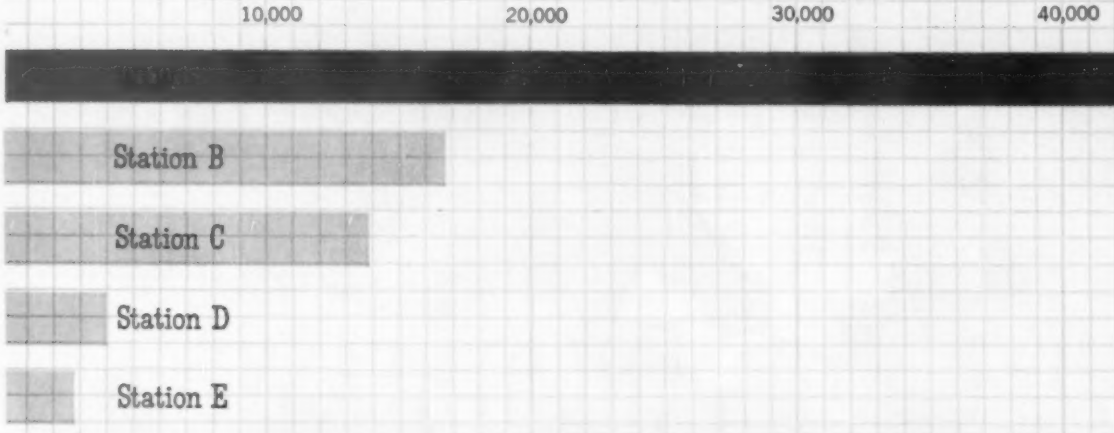
THE BAY CITY TIMES

NATIONAL REPRESENTATIVES: A. H. Kuch, 110 E. 42nd Street, New York 17, MUrray Hill 2-4760 • Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, SUperior 7-4680 • Brice McQuillin, 785 Market St., San Francisco 3, SUtter 1-3401 • William Shurtliff, 1612 Ford Bldg., Detroit 26, WOodward 1-0972.

A Booth Michigan Newspaper

WLW RADIO TOTAL AUDIENCE

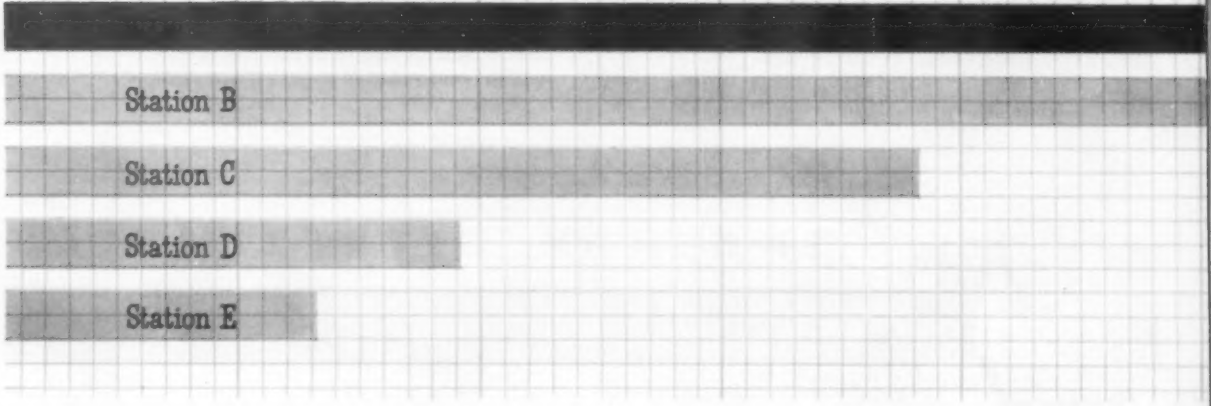
Number of Radio Homes Reached Per Broadcast. Average ¼ Hour Per 3-Hour Day Part–6 AM to 6 PM



WLW radio again lengthens

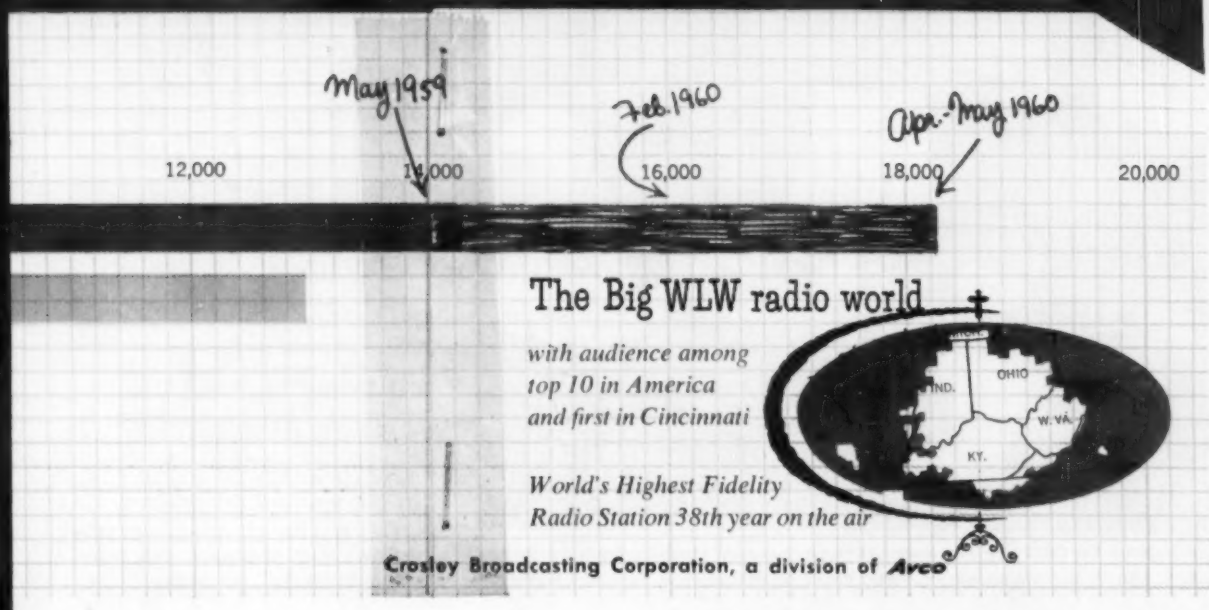
WLW RADIO METROPOLITAN CINCINNATI AUDIENCE

Number of Radio Homes Reached Per Broadcast. Average ¼ Hour Per 3-Hour Day Part–6 AM to 6 PM





1st place lead in Cincinnati



The Big WLW radio world

with audience among top 10 in America and first in Cincinnati

World's Highest Fidelity Radio Station 38th year on the air

Crosley Broadcasting Corporation, a division of Avco

How Data Processing Helps Raytheon Boost Sales

Raytheon frees its salesmen for full-time selling by calculating sales statistics with electronic data processing equipment. Other benefits: the tremendous detail of information, the flexibility of that detail, the ease and speed of report making.

"Now we have full-time salesmen instead of part-time statisticians—because our byword is 'give it to Watson' when sales reports are due."

The man with the "full-time salesmen" is Julius Dorfman, marketing manager, Industrial Components Division, Raytheon Co. His salesmen are no longer "part-time statisticians" because:

"Watson calculates our sales statistics in fractions of the previous time required, and with more detail and accuracy than is humanly possible. This is because Watson isn't human. Watson is a computer.

"Now that we can 'give it to Watson,' man-hours have been replaced by machine-hours in the production of sales statistics reports."

Marketing departments are regularly confronted with that all-too-frequent period when a part of the staff virtually ceases its sales operation to take on the time-consuming task of making out reports.

With the advent of the computer, however, this period no longer threatens the sales operation of Raytheon's Industrial Components Division. The division's IBM system, which has many valuable uses elsewhere in the division's complex, has also found its way into the marketing department's regular routine.

"With the use of computerized sales statistics," Dorfman explains, "our reports can now include more information, for more varied applications, with greater detail and accuracy, within fractions of the time required in manual reports—and best of all, without delaying the operation of our office.

"The system places an electronic finger on the pulse of our business. We need many reports or forms to keep ourselves, our men, and records current—to keep up-to-date information on the thousands of products and customers of this division. Records must be current on orders received, orders on hand, shipments, and various summary reports of orders received by market, customer and product."

Raytheon is one of the oldest and largest manufacturers of receiving and special-purpose tubes. Its Industrial Components Division produces tubes for television, radio, industrial and military applications including computers, telephone equipment, industrial controls, jet aircraft, and more than 25 U.S. missiles. The division also produces other components for industry.

The benefits of calculating sales statistics with electronic data processing equipment are many—the tre-



ERRONEOUS REPORTS are eliminated through continual checking from the original orders. The system places an electronic finger on the pulse of Raytheon's business.



Thousands line 4th Avenue, Seattle, as the 1960 Seafair Parade, one of many civic events, passes in review. Like most of the area's shoppers who visit Seattle, they came from the six-county Seattle Retail Trading Zone—the same area in which THE SEATTLE TIMES concentrates its circulation.

"The Seattle Times Goes Where Washington Grows"

Washington State added 444,461 (*) people in the last decade, with 62.9% of this amazing growth occurring in the Seattle six-county Retail Trading Zone.

With 95.9% of its circulation concentrated in the Retail Trading Zone, The Times goes where the state grows.

Further proof of its advertising value is this healthy increase in linage (**) during the first six months of this year:

TOTAL LINAGE, JANUARY-JUNE

	Seattle Times	Times % of Field
1959	15,537,168 li	60.8%
1960	15,952,574	61.4%

SOURCE: *1960 PRELIMINARY CENSUS FIGURES
**MEDIA RECORDS

The Seattle Times

Represented by O'Mara & Ormsbee, Inc.
New York, Detroit, Chicago, Los Angeles, San Francisco

mendous detail of information, the flexibility of that detail, the ease and speed with which the reports can be accomplished. Once the cards containing the information have been punched with a myriad of sales information, the sorting and run-offs of reports are simple.

Even though Raytheon's IBM system is not inexpensive, "it more than justifies its cost in profit making," says Dorfman. "Once a company has the system, it is up to the management of that company to apply it effectively in areas where it can give more information at optimum frequency and accuracy. In sales management, the more information available at more frequent intervals, the better control of sales—thus more sales.

"We make more money for the company by getting more information, more accurately, with better detail, yet using the same amount of people. With this type of updated information made available, we have helped increase sales without the usual related increase in staff. The speed of data processing sales statistics also allows us to book a complete order in a shorter time than ever before.

"Every Friday afternoon we have reports of all orders received through Thursday night, indexed by customer, product, and required time of delivery."

▶ This all began about two years ago. Before then Raytheon had little in the way of reports, and those which it had were done manually.

Since the company began using data processing equipment, it has become more and more sophisticated in its use. Like anyone else Raytheon had to learn how to use it sparingly and efficiently. Dorfman points out that "these two years have allowed us to achieve our present know-how, yet we still are not fully sophisticated in the use of computerized sales statistics. We are constantly finding additional practical uses for machine-calculated sales statistics."

Raytheon's computer-calculated reports include the order-inventory summary; orders received weekly; orders received month to date; month-end summaries of orders received, by customer, by product, by market; regional sales reports; market billings reports; and open-order board.

Additional manual reports gained from machine information (a supplementary reward of data processing) include the Government orders received report; backlog in terms of dollars report; and the order analysis by operation, product and market.

The order-inventory summary, Dorfman notes, is "probably our proudest accomplishment." It combines sales by family, by product within the family, and indicates what production quantities are being delivered by the factory to the quality assurance department. "In one grand sweep we can see what is on hand, what is being manufactured, when it is coming through, what is on order, when it is scheduled for delivery, what surplus is available above the orders on hand during the period, as well as activity of incoming orders and a total order backlog."

This report tells Raytheon the schedule of shipments for the month, the actual shipments for the month to date, and a weekly finished-goods inventory by product. The machine run of this report also includes information on estimated additional availability for the current month and succeeding month, semi-monthly.

In quoting delivery of electron tubes on order, or giving quotations for new orders, the company must know daily what is available. The order-inventory summary is a way of matching what is committed, com-

It's Yours . . . ONLY

THROUGH

The RECORD NEWSPAPERS of Troy

. . . . 233,000 Consumers

. . . . $500 Million in Buying Potential

The Troy Record-The Times Record deliver 75% coverage of the five county Troy market area (Troy ABC Retail Trading Zone) daily. . . . Plus 97% city zone coverage daily.

TROY ABC MARKET DATA

	City Zone	*Retail Trade Zone*
Population	136,300	233,000
Households	40,100	65,800
Effective Buy. Inc.	$275,471,000	$450,781,000
E.B.I. Per Household	$6,869	$6,845
Retail Sales	$160,843,000	$200,943,000

(Source: SM Survey of Buying Power, 1960)

RAPID ECONOMIC EXPANSION

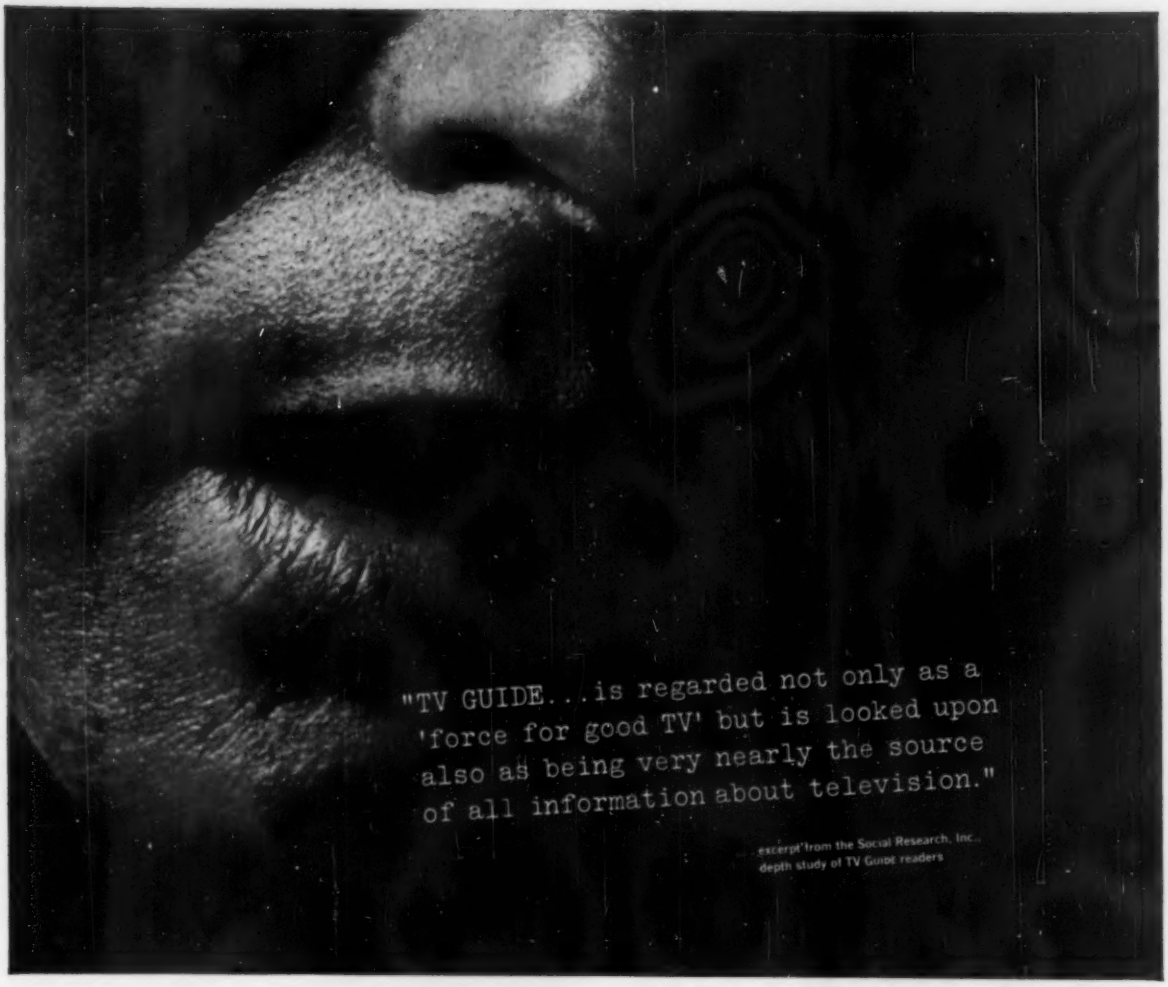
Urban Renewal, Housing for Elderly	$6,250,000
General Electric Silicone	$3,000,000
Wood Flong Corp. Expansion	$1,000,000
Three New Shopping Centers	$5,000,000

THE ONLY DAILY NEWSPAPERS IN THE TROY MARKET

THE TROY RECORD

THE TIMES RECORD

Troy, N. Y.



TV Guide's editorial content spells "authority" for 7,250,000 families

The *tone* of a magazine—the voice with which it speaks to its readers—is something advertising people are normally forced to judge intuitively. Yet this is really too important a matter for anybody's seat-of-the-pants measurement.

The study of TV GUIDE by Dr. Burleigh B. Gardner and his Social Research, Inc., staff explores the subject in some detail. Again and again, the 1012 TV GUIDE readers who were interviewed in depth emphasized the magazine's *authoritativeness* and *authenticity*.

Readers assign many qualities to the *total content* of the magazine. The comprehensive, accurate program listings which inform but withhold critical opinions. The continual reports of what's going on in TV—new programs, forecasts of programming trends, "inside information." The articles about television's responsibilities and obligations, which give readers a sense of participation in stimulating controversies. The relaxed, factual profiles of TV personalities—pleasant light reading. The behind-the-scenes stories of program production.

Readers recognize that virtually everything in TV GUIDE is objective and impartial, uncolored by presumptive standards of judgment. It is this quality which makes them look upon the magazine as the major source of authoritative information about TV, indispensable to constructive, worthwhile and enjoyable TV viewing. It is this which has figured prominently in bringing TV GUIDE the largest circulation in weekly magazine history. And it is this which, spilling over to the advertisements in TV GUIDE's pages, helps lend them prestige and believability.



For your copy of "TV GUIDE: A STUDY IN DEPTH," which details this important survey's findings, call your local TV GUIDE office or write TV GUIDE, National Advertising Department, Radnor, Pa.

TV GUIDE

Best-selling weekly magazine in America . . . circulation guarantee 7,250,000

LARGEST MARKET BETWEEN SPOKANE and MINNEAPOLIS!



The Fargo Forum reaches 3 out of 5 families in these 20 North Dakota and western Minnesota counties . . . and 9 out of 10 families in the Fargo-Moorhead 2-county "metropolitan" area.

These 20 counties form one of the Northwest's richest markets—315,100 people, $367,513,000 in retail sales. Fargo itself is now a SRDS additional standard metro area — and *still 1st* in the U.S. in retail sales per household.

These 20 counties in 2 states are but one market, solidly sold by only one newspaper — The Fargo Forum.

Represented by Kelly-Smith Company

THE FARGO FORUM
Moorhead News
Largest circulation in North Dakota and western Minnesota



"How to sell CREATIVELY"

The opportunities of the '60's are yours for the selling . . . to those salesmen who will apply the four principles of creative salesmanship. "HOW TO SELL CREATIVELY" . . . Dartnell's new film dramatizing the creative side of selling will show your salesmen how to SELL MORE . . . SELL NEEDS . . . SELL UP . . . and SELL NOW!

No other film defines creative salesmanship as clearly or goes as far toward helping salesmen put creative ideas to work. It can easily be fitted to any sales training session, sales meeting program, or convention.

A 30-minute, 16mm. motion picture. Available for outright purchase or rental. Details on request.

DARTNELL
4664 RAVENSWOOD • CHICAGO 40, ILL.

"HEADQUARTERS FOR SALES TRAINING FILMS"

pared with the inventory, and what is to be added to the inventory. Because the time cycle for the production of finished goods is long, the company must be able to schedule deliveries accurately.

Both Raytheon headquarters and customer services can quote availability from this report, which is accumulated and updated weekly. To Dorfman, "It is a snapshot of the constantly changing ebb and flow of our business, enabling us to schedule and quote accurately and often."

▶ Reports of orders received are issued weekly, along with another weekly report giving the receipts for the month to date.

These reports are broken down into product lines, listing the individual products within the family by customer, invoice number, and end use. The geographical region and market are indicated, with a total quantity shown as well as the quantity required for shipment in the current month, in each of the two succeeding months, and the price information.

Reports of monthly shipments, by market and region, include a breakdown into ten categories—six regions plus four additional markets (Government prime contracts, other Raytheon divisions, export, and Canada).

Shipment reports list the region and district; and within the districts, the account name, city, specific product, and the quantity sold in the current month in both units and dollars, and the year to date in units and dollars.

Each Raytheon field office receives the reports covering its territory, as does the sales manager and each Government contract office.

The reports themselves "are not any marvel," Dorfman admits. "Every sales manager needs them to run his operation. But we believe we have gone further than most other companies in contents, availability, frequency, and accuracy.

"By having weekly and month to date reports we keep ourselves current as to what is coming in, and are able to keep immediately informed." The information goes to those persons who are directly involved—such as Dorfman; the OEM sales manager, to whom salesmen report; the marketing services manager, who handles quotations and the availability of production; and the sales service department, which services the orders. The total information goes to the division manager, the controller and operations managers.

Reports are received from the data processing department within 24 hours of the week's closing. This makes them more current than was ever possible in the past.

The monthly report of orders on hand will be converted to a weekly report of orders on hand for even fresher information. Weekly adjustments are manual for the present, but without the use of other machine-calculated reports it would take the better part of the week just to complete the monthly report.

The monthly open-order run is a report by product family and by product within the family; by customer for each of the products, with coding designating end use and whether military inspection is required. It includes a complete quantity breakdown for delivery by month for nine consecutive months, as well as a column for past due or delinquent shipments. For each product there is a total quantity on order also shown.

At one time it took Dorfman's "best man 60 hours a month to do the open-order board." The electronic equipment frees this man for his customer.

Once all other reports have been done, subsidiary reports can be completed in about one hour per report—ten times faster than by the manual system. Subsidiary reports include, for instance, a monthly report of orders received, by product, showing the current month in units and dollars, and year to date in units and dollars, and a similar report of shipments, by customer.

From these reports Raytheon can determine such information as products which are moving, products which are not moving, who the best customers are, and the orders received by customer, in units and dollar value.

Also reported is a listing of sales, by product, in order of the dollar value, year to date. This enables the company to put its finger on the most active and least active products and compare them from one period to the next.

On the customer run, reports are also made in order of the greatest dollar value, year to date, in decreasing order. With this, Raytheon can immediately determine the order of activity by customer, month to month.

▶ The data processing machines are also used for accounting, engineers' calculations, payroll computations and quality control reports. The machines are run on a job cost basis so that the over-all cost of the system can be divided according to the department use. Because of this, Raytheon is cautious to machine make only those reports which are most effective and which are most justified and valuable. ◆





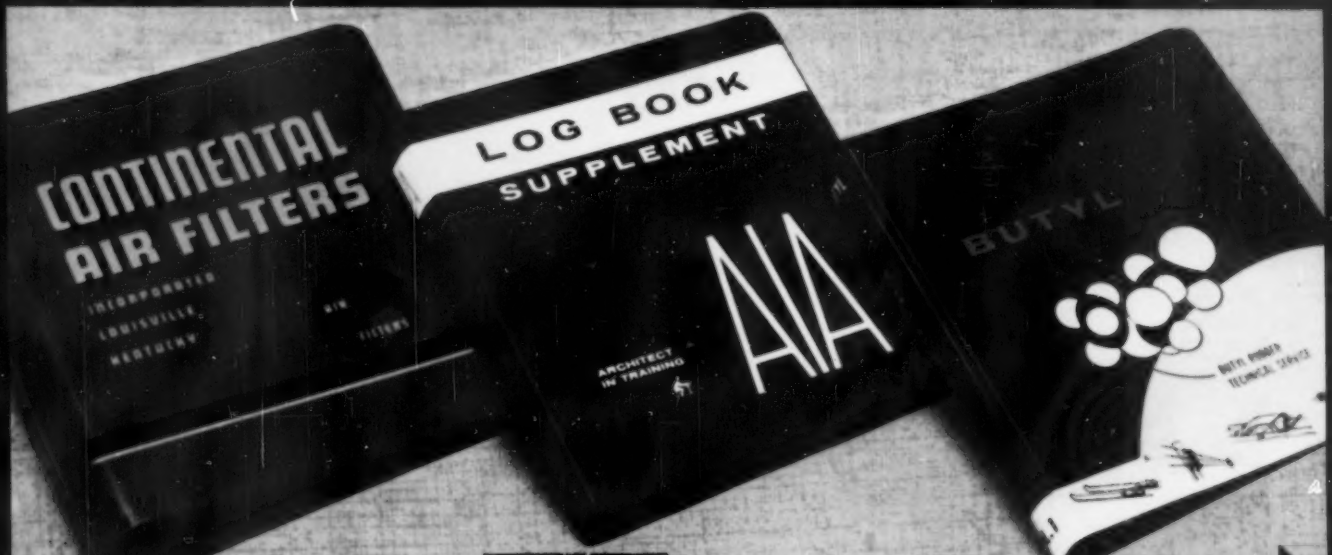
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RICH, COLORFUL

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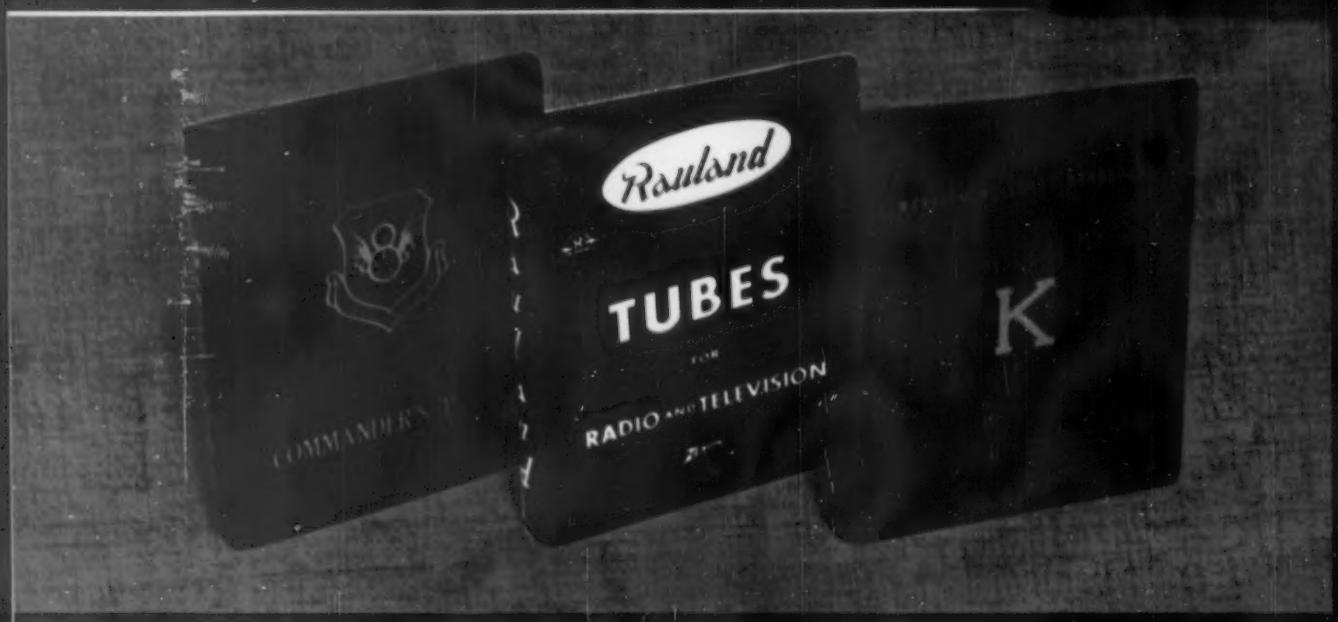
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FOR CATALOGS • PRICE LISTS • PRESENTATIONS
SALES MANUALS • INSTRUCTION BOOKS • BULLETINS



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For more facts — turn page



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CITY.....ZONE.....STATE.....

The name of my office supply dealer is:.....



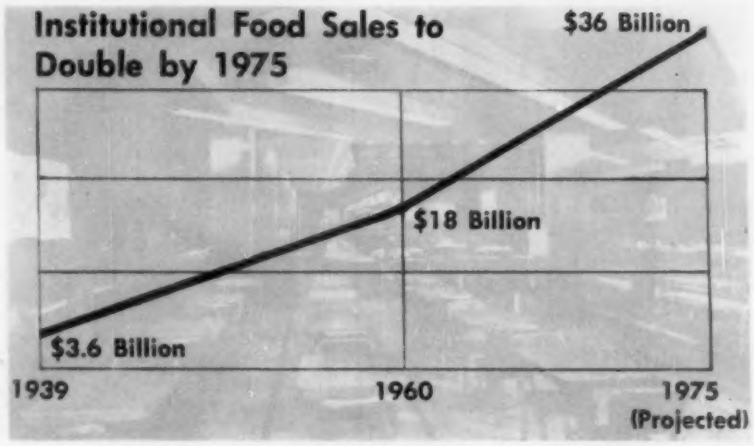
Typical stock, stiff ring binder of virgin plastic. 1" capacity, 11" x 8½" sheet size. Available in red, brown, blue and green.

Are You Overlooking An $18-Billion Food Market?

Despite the fact that Americans chewed up $18 billion worth of food away from home last year (a succulent 273% increase since 1939 for the institutional food market), a sizable number of food manufacturers remain as passive as an underpaid chef.

Content to sell the retail grocery field alone, they continue to ignore the institutional market, generally recognized to be more profitable – and a market which the Department of Commerce ranks fourth, surpassed only by retail food, automobiles and department store sales, in terms of volume.

These same companies overlook a market embracing half a million food service installations which make up a diverse, but unified, market. Included are (1) commercial operations (hotels, restaurants, motels and the wide range of fast food service operations); (2) semi-commercial operations (in-plant cafeterias and clubs), and (3) non-profit operations (hospitals and schools).



▶ On top of this, expansion of schools, hospitals, motels, fast food outlets, drive-ins and homes for the aged continues at an accelerated rate. Also operating in favor of the institutional food market, as a persistent trend year after year, is an increase in the percentage of food dollars going into away-from-home eating.

Then, as an added appeal, the institutional food market demands of its suppliers less packaging cost per case sold, less merchandising per account sold and less sales services per profit dollar.

Why, then, are many food manufacturers failing to take a page from the successes of leaders in the institutional field – such companies as Kraft, General Foods, Heinz, Standard Brands, Armour and Swift?

The difficult lessons these leaders have learned make up part of the answer. In the past 20 years, they have done more than merely watch the institutional food market take shape. They've recognized the peculiar nature of the market and quickly realigned their marketing activities in such a way that virtually every need of institutional users has been met.

At the beginning, the most obvious need was packaging. Years ago, when a local restaurant needed a load of beans, someone ran down to the local grocery store and bought a case of retail-pack. Besides the added expense of using a consumer-size can in an institutional end use, there was the trouble and extra work involved in using small containers.

Number 10 cans solved this problem, as did specialized, more realistic, packaging of most commercially used food products. The institutional user began to see a widening variety of foods arriving at his platform in sizes and shapes most convenient for his operation.

The profit picture appealed to more and more manufacturers. The theme, "mass feeding requires mass purchases," began to beckon. And it wasn't only restaurant sales that attracted them. Industrial feeding units moved up rapidly during the war years in terms of their feeding needs. The Los Angeles School system became one of the nation's largest single food-buying units. Another school system in the Midwest buys more food each year than all the commercial operations in its area.

Actually, the big restaurant chains represented a multi-million-dollar institutional food market in themselves. The food purchases of chains like Thompson's, Stouffer's, Harvey's and the like, total into amazingly big figures. Woolworth, for example, is the world's largest restaurant operation.

Then, of course, more and more corporations introduced commercial feeding operations into their plant facilities.

It was recognized by the leaders, even at the beginning, that retail grocery sales forces cannot adequately sell this exploding market. Therefore, once packaging development was under way, a revamp in sales was inevitable, if the market was to be sold.

Buying practices were examined and studied with the realization that bulk food purchases are not made with the same end uses in mind. But not every manufacturer was aware of this.

When the Institutional Food Manufacturers of America first breathed in 1952, it took up the cudgels for

THE 1961 SCHEDULE OF

Hospitals,

JOURNAL OF THE AMERICAN HOSPITAL ASSOCIATION

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Please send me the following sample copies of HOSPITALS' Special Issues and the Fact Sheet for 1961.

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Hospitals,

JOURNAL OF THE AMERICAN HOSPITAL ASSOCIATION

840 North Lake Shore Drive, Chicago 11

the food producers. While many declined to approach the market, even with the expert aid of this group, IFMA moved ahead with marketing and distribution clinics. At these meetings, food service operators and manufacturers were brought together for frank discussions of what was needed. At a recent IFMA conference, for example, 21 restaurant operators appeared, representing aggregate sales in excess of $493 million.

It was obvious to many people that the institutional food market was, and is, a market with its own needs and opportunities. Still many food manufacturers decided not to sell the market or, at best, to operate merely on the fringes.

The specific reasons for this reticence lie beneath the surface. They did not, however, deter the current leaders from aggressively pursuing institutional sales.

Companies that jumped in quickly in an attempt to snare a portion of this wildly growing market, attempted to sell it with converted retail grocery men. Many still do. But while such men are food salesmen, they are not specialists in selling the restaurant, the hospital, and commercial cafeteria. They've had to learn the hard way by changing their thinking in the areas of merchandising, menu selection, account servicing, price attractions and end-use applications. The need for specially trained men was clear to the charter institutional producers.

▶ The leaders met this need by training institutional food salesmen specifically for the job. Companies observing this program from the sidelines, however, were impressed, often negatively, with the time-consuming and expensive effort this required.

On top of this, a company considering entry into the market wanted an indication of what might be required in terms of food service needs and by type of product, segment of population, brand consumption. The figures just didn't exist and, to a large extent, still do not.

IFMA members realize that terrific need for synthesized market data. Efforts to produce it have come to nought because of the terrific cost involved in a national survey in a field of this size. Present plans may result in Federal help with this vital project.

For the fringe operator, of course, this meant something of a blind start. He had little hope of planning his marketing strategy on a comprehensive survey, perhaps of the type prepared in the retail grocery field where virtually any combination of market figures are available.

Many a skeptical marketing man was deterred by the absence of these figures alone. However, what did the companies now leading the field do about it? They used partial, localized studies of vertical segments of the market. They estimated, they multiplied, added and subtracted a group of fragmentary figures (and one or two reasonably good agency studies) into an adequate guesstimate of the market they wished to sell—and then they took a chance.

Trial and error, expensive for any company, helped shape their concept of the institutional food market and what their share should be. And a certain amount of corporate courage and foresight was needed.

In practice, some valuable experience has been gained. Slowly, more manufacturers are deciding to enter the field on a limited basis, using the experience of others as a launching pad for their operations. Others still shy away.

▶ But some food manufacturers now in the field have never completely released the brakes, content to operate at 25-50% of the volume they might obtain going full-steam ahead.

The weakest link in bringing institutional food products to a market with something less than sharply defined needs, is the food wholesaler. No one doubts that he is here to stay. Few companies are in position, at this time, where a company-supported distributorship would make sense. Certainly the food wholesaler has long since proved his value to food manufacturers. While a few of the largest producers, such as Kraft and Standard Brands, distribute a portion of their production through their own salesmen, the majority of food manufacturers use wholesalers.

But, is this wholesaler equipped to do a well-rounded selling job in the institutional field? An unqualified "yes" from the manufacturers might be hard to find at the present time. Most such distributors have thousands of items to sell, with their sales books often resembling a Sears, Roebuck catalogue. The problem of "product patriotism" has been of constant concern in the retail grocery field for decades. Does the wholesaler merchandise every angle of your product? Does he use your sales aids to best advantage? Does he service the account in the manner you would prefer?

Institutionally, the problem is just as acute. Many a producer considering entering the field may deem an uncertain wholesaler network sufficient cause to decide against such a venture. (continued on page 72)

Financial Responsibility DC's growth has been rapid but sound, dating from 1932 and a two-truck operation between Denver and Chicago. For the past 10 years, D-C has been a nation-wide system with 18 terminals serving points reaching to both coasts. Revenues in 1959 surpassed $40,000,000. Cargo and liability insurance of $5,000,000 per unit is a further guarantee of reliability.

Dependability

Shippers have relied on D-C for almost 30 years. This confidence stems from experience and is your assurance that your shipment, whether large or small, will be handled with care and delivered swiftly.

Our Guarantee *to you:*

D-C offers you only one kind of service—the best! Whether you're shipping a full trailer load or a small carton—whether the destination is 30 or 3000 miles distant—your shipment is entitled to, and *we guarantee it will get*, the same personal attention and careful handling.

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Los Angeles, California	AN 8-8211
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New York, New York	LO 4-3320
North Bergen, New Jersey	UN 3-0900
Owensboro, Kentucky	MU 3-5363
Phoenix, Arizona	AL 8-5321
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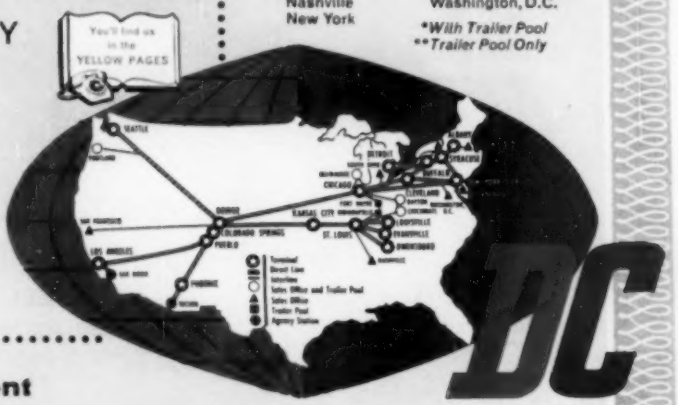
**With Trailer Pool*
***Trailer Pool Only*

One-carrier direct service coast-to-coast

D-C's 10,814 mile coast-to-coast system is under single-company ownership and management—giving you true one-carrier direct service between points served by D-C. One-carrier control and one-carrier handling avoids delay—is your guarantee of speedy, safe delivery.

Rigid Standards of SAFETY

D-C's safety record is consistently among the highest—with award after award a tribute to the skill of D-C drivers. Freight handling practices and facilities are constantly being reviewed and improved. For years claim-free shipments have averaged well above 99%—your guarantee of safe handling of your shipment.



Modern, safe equipment

D-C's fleet numbers well over 2,000 highway units. All are kept in top-operating condition by periodic inspections and service checks. Maintenance facilities are located at key points on the system, manned by skilled mechanics. D-C road equipment is new and diversified—to serve both your routine and special shipping needs.

For the finest and fastest in truck service nation-wide . . . always specify D-C . . . the Dependable Carrier!

DENVER CHICAGO TRUCKING CO., INC.

The ONLY direct coast-to-coast carrier!

How do the majority of wholesalers feel about training their men specifically to be institutional food salesmen? Generally, lukewarm—why go to all that extra effort when their retail grocery men have been doing a good job for them for years. "Just let them have the literature—they'll do a job."

A lot of manufacturers don't agree. They know of the problems the institutional salesman is going to encounter. Every producer knows how a dietitian and a restaurant chain can tear a retail-oriented food salesman to pieces. Especially when he is not prepared with product preparation suggestions, food value charts, nutrition and economy helps.

The manufacturers also know that restaurant and cafeteria managers are interested in moving food across tables—not cans and boxes of food, but meals. And this means in an economical fashion, in light of the close operating ratios which most food service units must maintain.

A lot of wholesalers aren't convinced. And naturally, many realistic manufacturers are not willing to risk a new market investment on a group of retail-oriented salesmen.

For the food producers electing to stay on the outside of the market, this "retail-mindedness" is the single most important weakness in terms of wholesaler distribution. Those in the field, however, continue to hammer away at jobber managements with training films and other sales aids designed especially for a distributor salesman selling the institutional food market.

If the problem could be summed up in one sentence, most manufacturers would be happy if their wholesaler operation traded with strong institutional product knowledge and an understanding of the specialized requirements of the mass feeding market.

Today's successful companies have appointed separate institutional sales managers and sales forces charged with servicing wholesaler salesmen. They have not relegated institutional food sales to a position subordinate to that of the retail grocery division. Of course, many of these new institutional food officials are ex-grocery men. Nevertheless, the fact that the institutional function has been isolated in many companies, is a sign that maturity, and sales success, may be approaching for a growing number of institutional marketers.

▶ Companies now bringing home the profits usually employ full-time institutional dietitians working solely on mass feeding service problems in test kitchens and research labs.

They use merchandising experts who concentrate on producing the kinds of physical sales aids the restaurant owner can use to sell his products. Such items as point-of-purchase posters, place-mats and table "tents," window streamers, backbar strips and, most important, helpful recipe cards for the kitchen file. As an example of the growing pains in this industry, IFMA is concerned with the fact that several of the largest producers are preparing menu cards in a variety of sizes, creating a problem for the restaurant operator who wishes to maintain a comprehensive kitchen menu file. Persistent efforts on IFMA's part is expected to settle upon a card-size approximately 4 in. by 6 in.

The private-label problem in institutional food production has succeeded in keeping some food manufacturers out of the field. They see, increasingly, groups of food service operators organizing into cooperatives with the aim of bulk, discount food purchasing.

When a manufacturer comes into the market he must decide whether he wishes to concentrate on such private-label production, and depend on getting his share of group purchas-



in lithographed metal containers

by J. L. Clark

Keebler protects the freshness of its crisp saltines with fine lithographed metal containers that assure immediate brand identification, project the excellence of the product, and help it sell successfully.

A distinctive container establishes the brand — interests and pleases the customer, persuades him to buy. Clark's experience and specialized facilities can help make *your* product a leader in its field. Write for more details or talk over your specific needs with a Clark salesman; we are ready to serve you.

J. L. CLARK

Manufacturing Company

Home office and plant, Rockford, Illinois; Liberty Division plant and sales, Lancaster, Pennsylvania; New York sales office, Chrysler Building, New York 17, New York.


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is really moving up!
A WHOPPING 86%
...that's the population increase (1950-1960 census)* of the Tampa Bay area, comprising Hillsborough and Pinellas Counties, Florida, now 28th in the nation in total retail sales.
To reach this zooming, booming area—as well as nineteen additional surrounding counties with a total population of 1,439,165—you need only WTVT, the dominant and progressive "station on the move"!
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Station C 0
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WTVT 34
Station B 16
Station C 0
station on the move
WTVT
CBS
CHANNEL 13
TAMPA-ST. PETERSBURG
THE WKY TELEVISION SYSTEM, INC. • WKY-TV/WKY-RADIO • Oklahoma City • Represented by the Katz Agency



ing volume, or keep his label and depend on the name and jobbers to do the job. For the majority of the current large producers, the private-label problem is not acute, at least not as yet, because of the fact that their brand identity still maintains its strength.

Long a problem, brand identity is often lost when a food product enters a food service operation. Not many products are as fortunate as for example ketchup—usually placed on the table where the patron makes easy identification. The average institutional food product is converted, cooked, blended and served into anonymity. Nevertheless, manufacturers wish to retain brand identity as long as and wherever possible.

Many food service operators will ask for "custom formulation." To obtain a competitive advantage over other operators in their area, they will request that a certain product be prepared a certain exclusive way. This is expensive for a manufacturer, and is another problem to be met.

▶ Significantly, in every case where a food manufacturer is currently selling the institutional food market successfully and profitably, you will find that the company's top management has provided a carte-blanche "yes" to its institutional program. Its advertising is placed nationally where necessary and is adequate in terms of message, impact and media distribution. Merchandising moves ahead as necessary. Menu, diet and product tailoring are in tune with the needs of the food service operator. The sales force is usually trained to sell the institutional market and, most important, promotional money is there when needed.

A comparison with the summer slump fantasy seems appropriate here. You hear a rumor about business being off—"Let's cut advertising and pull in our promotional horns." Sure enough your sales go down and you decide the rumors **must** have been correct.

The same erroneous thought process appears to apply in the institutional food market. "The market's growing too fast . . . . There aren't quite enough market data yet . . . . Let's wait and perhaps we can slide in later without the risk factor."

The companies currently doing a job would not agree with this philosophy. It must be a firm decision—either merchandise, advertise and promote your line to the hilt **now,** or stay out. Without a top management "yes"—an unqualified "yes"—there is little hope of success in selling the institutional food market today. ◆

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NO MATTER WHAT YOU CALL THEM — fountain restaurants, counter restaurants, luncheonettes, coffee shops, industrial cafeterias, diners, sandwich shops, drive-ins, etc.

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ON MAIN STREET OR MAIN HIGHWAY OR IN INDUSTRY — they all have one thing in common —

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When you specify Fast Food for an advertising schedule, it's an assurance of a market well covered vertically and horizontally.

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NBP

It's 2 to 1... In fast-service eating places, twice-the-turnover-per-seat means more meals . . . more sales . . . more profits.


brett

Over 67 billion dollars in retail sales! That's the amount forfeited last year alone, in the top 15 markets, by advertisers asleep at the switch in buying habits caused by the ever-increasing expansion of the suburban and "extra-urban" areas. (Since 1950, suburban retail sales in the top 15 markets have zoomed 93%, while urban sales grew only 22%.)

To reach this wide-awake market, you need spot television. Because only spot television lets you select just the markets you want, and provides the unbeatable advantages of television's sight, sound and motion to sell the entire area—with equal impact.

Don't you miss out! Our new "Telemarketing" study will give you the eye-opening facts on where money is being spent today and the first authoritative preview (prepared by Market Statistics, Inc.) of where it will be spent in 1965. For your copy, call PLaza 1-2345 or write to 485 Madison Avenue, New York 22, main office of **CBS TELEVISION SPOT SALES**

Representing WCBS-TV New York, WBBM-TV Chicago, KMOX-TV St. Louis, WBTV Charlotte, KHOU-TV Houston, WJXT Jacksonville, WBTW Florence, WCAU-TV Philadelphia, WTOP-TV Washington, KNXT Los Angeles, KSL-TV Salt Lake City, KOIN-TV Portland, and the CBS Television Pacific Network





How about "Believed" as a Fourth Dimension of advertising effectiveness?

One thing is certain: readers can read, noters can note, see-ers can see. But if they don't *believe* it, they're just not going to do anything *but* read, note and see!

Same holds true for TV and every other medium, of course. *No product can thrive on advertising exposure alone, no matter how well attended or attractively presented.*

You have to get those readers, reviewers and listeners *with* you all the way. You have to get them to believe you.

Believability is our stock in trade. We not only publish an extensively well-read magazine each month, but we also do more to ensure believability than any other magazine, any other medium. Note how often TV cites the Good Housekeeping Seal!

Ads, products, editorial—everything in Good Housekeeping is *in* the magazine only because the editors and the Good Housekeeping Institute have found the facts to be facts, the claims to be well supported, the products up to snuff.

Women know this. That's why they not only believe what they read in our magazine, but also follow their surest guide to guaranteed products in the stores where they shop: the Good Housekeeping Guaranty Seal. And in November they will have the new Buyers Guide.

Couldn't *your* advertising benefit from this extra assurance of believability, in the magazine women believe most of all?

Good Housekeeping

...because nothing persuades and sells like the truth



Why Not 'Rent' Salesmen?

Dow Did!

. . . and the results were phenomenal. Some 52,000 sales calls were made in 15 working days by just 236 'temporary' salesmen. National distribution of a new product was set up fast.



What would YOU do?

You have a new product. It is your first venture into this particular consumer-product field and you're shooting for 25% of the market. Since it is a highly competitive field, you must maintain complete secrecy during the developmental stage. This means that you cannot prepare your retail dealers for the product, reveal plans for packaging, promotion or anything else.

You set a date for the national advertising break. It arrives and immediately you receive intense consumer demand. You also hear that a similar product may be on the way from a competitive source. Time is short.

You know your ad campaign has done a good job. Since the introduction date, your 24-man national sales force has been contacting jobbers at a rapid rate. The jobbers, you must assume, are doing their best. But, to be safe, you make a quick survey.

It reveals that, despite these efforts, not nearly enough retail dealers are aware of your product by the date you had expected. They are either oblivious to you or unconvinced that they should handle your product. Nevertheless, the total number of dealers you had set as the absolute minimum with which the product could be successfully marketed must be maintained.

What is your next step?

For the Dow Chemical Co., it was 236 temporary salesmen!

Recruited from Salespower, Inc., a subsidiary of Milwaukee's Manpower, Inc., a group of "one-shot-salesmen" was hired to sell Dowgard to thousands of retail service dealers whom jobbers had not as yet reached. Basically, Dowgard is a new year-around automotive radiator coolant designed to completely fill the cooling system. The usual benefits of the older antifreeze products are present, plus the feature that the need for flushing, draining and continual addition of more liquid is eliminated. Dow claims the product delivers a "sealed cooling system" for one year.



THE MEN WHO DID IT—Dowgard's Marketing Manager John Strouss (standing) pin-points the next step in Dow's whirlwind distribution of its new coolant. Other members in the strategy huddle are (l. to r.): E. J. Holman, manpower development; Gar Fritts, market communications manager; Strouss, and Bill Lewis, sm.

"We decided against raising our own nation-wide sales force for this 3-week push," says John Strouss, Dowgard marketing manager. "The Salespower organization convinced us that they could deliver the national distribution we needed in this short period, and we gave them the go-ahead."

What it amounts to can be described in a few words: 52,000 sales calls made on ideal prospects in only 15 working days. Adding a week's local training for jobber and Salespower salesmen, the whole campaign took less than 30 days. The orders the temporary salesmen picked up were sent direct to the local jobber, and reports were forwarded to the main Dow office in Midland, Mich. The job-



Why Not 'Rent' Salesmen? Dow Did!

(continued)

bers were particularly pleased with the effort because of the lack of expense to them. In addition, they created new account lists for **their** sales forces, and a fine listing of referrals, where interest was shown.

"What we have," says Gar Fritts, market communications manager for Dowgard, "because of the secrecy and relatively sudden introduction, is one grand test market for this year. But we're making it in a big way.

"Actually," adds Fritts, "the new product **had** to be developed. Back in June 1957 it developed that we were the only anti-freeze manufacturer who didn't have a nationally marketed brand in our own right. The names of our competitor's products—Prestone and Zerex, for example—were common names to the consumer. As additional firms jumped into the consumer field (companies for which we had been producing private-branded products) we simply lost business.

"Then," he continues, "automotive manufacturers continued to have severe problems with the cooling systems in their new models. The variance in water around the country created terrific problems for the car people. They never knew what type of H_2O would find its way into mixture with the type of anti-freeze supplied with the car. With higher heat transfer requirements and smaller cooling systems featured in the new cars, especially the compacts, the need for a non-evaporating, full-fill coolant became obvious. We were sure we were right in developing Dowgard because the need grew strictly from the market and not merely from our laboratories."

Already established in the basic chemicals field as well as in other consumer areas (Saran Wrap), Dow had been supplying automotive factory-fill anti-freeze requirements, as well as private branding for other manufacturers, for 6-8 years.

Adds Fritts, "The flattening out in business outlined above, plus the new needs of the car makers, prompted Dow to push harder than ever for a new discovery in radiator coolants. Once Dowgard **was** conceived, absolute secrecy had to surround the product until it could be introduced to the consumer. We didn't want to give our established competition any more of a break than necessary; after all, their

The Role of Salespower, Inc.

What Kind of Salesmen Did Dow Get?

Dow required mature men with solid sales experience. In addition, they had to have some kind of background in selling to automotive jobbers and service stations. Then, Dow's usual request—"A type of man Dow will be proud to call a Dow specialist." Dow got its men.

What Size Sampling Was Required?

Using Chicago as an example, Salespower, Inc., screened 150 men in order to find 24 men to represent Dow. The same spread existed in other cities. Dow eventually got 236 men in all.

What Was Dow's Say in Final Selection . . .

A Dow man was on hand for the final selection and hiring.

. . . And Over Daily Activities of the Men?

Salespower kept a close check on the daily workload, substituting men for those who might be ill or otherwise indisposed. However, two daily phone calls were made by each man to his local Salespower supervisor. In addition, call reports were made out each day with sealed copies going to the local jobber and Dow marketing headquarters in Midland, Mich. Salespower retained no copies of correspondence. As an added control, Salespower supervisors made constant spot checks in the field to maintain close control over performance.

What Were the Salesmen's Duties?

They were to accomplish three things:

1. Tell the Dowgard story to the prospect.
2. Answer any of the dealer's questions.
3. Ask for the order. If "no," he sent in a report to Dow for their use as general market information. If "yes," card was mailed to jobber for him to fill the order locally. Then the salesman put up P-O-P material, with the jobber scheduled to return with more detailed and comprehensive material. If the prospect's answer was "maybe," the jobber would receive the referral card for the follow-up at a later date.

What Is Salespower, Inc.?

It is a division of Milwaukee's Manpower, Inc. Salespower specializes in deploying groups of salesmen on as little as a week's notice, and to wherever a client company wants to conduct a selling campaign. It employs 15,000 people in over 220 locations in the U.S. and describes itself as an adjunct to the sales manager's sales force. Perhaps the telling point revolves around the organization's ability to give added potency to the sm—stronger implementation of sales campaigns where they are needed, without being hobbled or cramped by a small, full-time sales organization.

Who Are Salespower's Salesmen?

A staff of trained and professional salesmen who wish to work merely on a temporary basis. Some are new in a community and have not as yet located a permanent position. Some are between jobs and require an intermediate activity to tide them over. Finally, many are retired or own their own business but find occasional sales activity desirable.



the virtues of regional advertising

have been extolled by W.R.C. Smith business publications for over 50 years

TO THE GROWING NUMBER of national consumer magazines that now recognize our way of thinking, and offer advertisers the greater marketing flexibility of regional editions, we say—welcome to the fold! And a high tip of our hat to BH & G who in announcing their new Southern edition said . . .

"The marketing importance of the states covered by the Southern edition has grown enormously. And the growth continues, with rapid expansion of industry resulting in an increasingly higher standard of living and greater purchasing power."

Electrical South
Southern Automotive Journal
Southern Building Supplies
Southern Farm Equipment
Southern Hardware
Southern Power & Industry

W.R.C. Smith Publications

Serving the South and Southwest

806 PEACHTREE STREET, N. E., ATLANTA 8, GEORGIA

Let a representative tell you how these successful magazines can help speed your sales expansion in the nation's great growth market.



Syracuse is famous!

For buying-power growth (and football, too)

It's a 15-county marketplace;
It's one-third the total area of New York State;
It's delivered only one, effective, low cost way!

The SYRACUSE NEWSPAPERS



AMERICA'S Best TEST MARKET

CIRCULATION, influence-power, and full market measurement from Maloney, Regan & Schmitt

The SYRACUSE NEWSPAPERS

The Herald-Journal (evening)
The Post-Standard (morning)
The Post-Standard and Herald-American (Sunday)

Sound Off . . .

Much of **Sales Management's** editorial planning is ignited by subscribers themselves, through their letters-to-the-editors. We welcome not only your reaction to **SM** articles, but invite you to tell us what subjects you'd like to see us tackle.

distribution was pretty well completed.

"In essence, Dow was actually using the fact that it did not have a nationally marketed anti-freeze, and therefore a competing product, as a sales pitch to prospective private-brand purchasers. At least one of these prospects intimated to us that such lack of market participation approached stupidity.

"Moving quickly," continues Fritts, "we took a sharp look at this market we hoped to sell. Service station dealers were losing the profits they once enjoyed on an anti-freeze installation. Discount houses were selling the product cheaper than the dealer could. People installed the anti-freeze themselves, cutting the labor profit for the dealer as well. Obviously he needed a product which would return his profit and, therefore, his interest in the coolant business.

"Dowgard, of course, fills that bill since it requires a systematic and thorough flush of the system before its installation, something the average motorist is not equipped to do. To get this new and better product (there's nothing comparable to it on the market as yet), he's got to use his service station dealer.

▶ "In addition," Fritts continues, "we wanted to get the full-line jobber to call on independent garages and auto dealers as well as service stations. What we want, of course, is to get across a message to these people: we provide a fair volume market for the jobber. But the dealer must strive to sell only first-class service outlets in his exclusive jobbing area.

"At this stage," Fritts goes on, "we established 'test markets' in Spokane, Erie, Pittsfield, and Madison. While the program appeared to be testing what was described as a high-detergent anti-freeze (Dowgard, of course, was still a secret), actually it was a sham designed to pull attention away from home-office preparations. Even our own salesmen were not aware of the true picture at this time. Every possible means was used to keep it under wraps.

"Once we hired our 24 company salesmen to contact jobbers (we screened over 500 men), they received an eight to ten week training course in our product line, salesmanship and the techniques and specialties of this market. Still, they heard nothing of Dowgard. We set up four regional managers and had a 30-foot Dowgard exhibit secretly prepared in Chicago, in anticipation of introduction day. Surprisingly, even this managed to escape detection."

With everything ready, Dow set January 1960 as the announcement time. Just prior to the announcement, Dow salesmen screened jobbers around the country as possible agents for Dow's standard anti-freeze. The questions, however, were designed to discover the climate for Dowgard, without the knowledge of the salesmen.

Two weeks before the January announcement, Dowgard was revealed to the 24 salesmen. The ad campaign had been set up and placed. Merchandising aids had been prepared and everything was ready to go. During the 2-week period between the announcement to the salesmen and the general January market break, the men received an intense education on the revolutionary nature of Dowgard.

Actually, the product had been used in Dow fleet cars for over two years as part of laboratory tests. Again, no one knew what was in the radiator except the chosen few.

"On January 1," says Fritts, "the product was officially announced. Quickly, the salesmen returned to the field to sign jobbers for Dowgard. Slowly, certain facts began to appear. Because of secrecy, so necessary to the product's development, the trade ad breaks had to be delayed until February issues. Therefore, dealers did not have their first real exposure to the product until February. This meant, of course, that for the full month of January, following the break, Dow jobber salesmen were calling on dealers who never heard of it."

▶ On March 31, Dow led off with the first TV show, and printed consumer ads hit on April 5. "We were shooting for a late spring saturation on the dealer end," adds John Strouss, "so that we could dramatize the year-around nature of Dowgard, simply because it can be just as effectively installed in the spring, or even summer, as in the winter. The time left for this kind of acceptance was indeed short."

By late April Dow saw that the introduction was not moving as fast as had been planned. Several courses of action were discussed, with an eye to speeding things up. Possibly a telephone campaign could be conducted in order to reach the greatest number of dealers quickly. This was vetoed. Perhaps an unusual incentive program for dealers would do the trick—vetoed for lack of time. Even a teaser ad campaign received attention, but was turned down.

Salespower, Inc., had already been considered as a vehicle for the telephone campaign suggestion. When that was turned down, Lou Sidman, a Salespower vice president, suggested

THERE CAN BE ONLY ONE FIRST!

IN HOUSTON IT'S THE HOUSTON POST DAILY AND SUNDAY

IN NET PAID ABC TOTAL CIRCULATION

DON'T BE MISLED—HERE ARE THE FACTS:

	Daily		Sunday
POST	215,063 (Monday-Saturday 6-day average)		232,101
Chronicle	199,128 (Monday-Friday 5-day average)	185,533 (Saturday only)	226,490
Press	102,590 Monday-Friday 5-day average)	90,654 (Saturday only)	Source: ABC Publisher's Statements for 6 months ending March 31, 1960 and subject to audit

THE HOUSTON POST

THE HOUSTON POST 75th ANNIVERSARY

Houston's largest newspaper in total daily and Sunday circulation

Represented nationally by Moloney, Regan & Schmitt

that his organization supply sufficient salesmen to blitz the great number of dealers in the shortest period of time.

The idea jelled quickly. Sidman promised to accomplish the distribution miracle in 15 working days. Says Fritts: "We told him, 'If you can work that fast, you've got a job.'

"Within 15 days of the suggestion," he continues, "we had selected 43 markets nationally, containing the greatest number of car registrations—the best potential for our product, of course. Salespower offices in these 43 areas began screening potential salesmen for us and hiring for the 'assault.' We used our 24 company salesmen as teachers and sent them around to the offices to make decisions on the men Salespower lined up for us. The campaign was set up for 236 Salespower salesmen to make 15 completed calls a day for 15 working days in order to reach 52,000 leading service outlets. Within the same ten days we prepared and distributed specialized introduction material for these temporary salesmen."

During the campaign, Fritts kept running daily tabulations of (1) calls in each market, (2) dealers sold and (3) referrals to local jobbers. He often spoke with Salespower management several times a day. "Then," he adds, "we prepared IBM listings of the dealers by these three categories and discovered that we had the best prescreened mailing list we had ever had. It was a distillate of ideal Dowgard prospects. The IBM lists were then sent to the local jobber in order to give him an idea of what the Salespower campaign had done for him.

"An underlying problem, now that Dowgard is launched, is the never-ending education necessary to establish the product as different from the older anti-freeze. We are plagued by the idea that coolants can be installed only at the beginning of winter. We strive continually for a way to get this vital message across. It will take the seasonal aspects out of the sale of this product and make it much more attractive to the retail service outlet."

"Yes," adds Strouss, "compared to doing the same job with a specially hired sales force of your own, especially considering the time factor with which we were faced, the cost of these temporary men was quite fair.

▶ "In terms of traveling time from main offices and elsewhere, we saved considerable expense due to the localized nature of Salespower's operation. Of course, the over-all results of the 'blitz' have been wonderful. In fact, not too long after completion of the first use of these temporary salesmen, we used selected ones again to accompany our jobber salesmen in calling on the service stations and garages. This time, the part-time men served us from the other side of the fence.

"Certainly," continues Strouss, "there is the possibility that we will use them again because of the peculiar nature of our markets. We have to fight the old idea of spring pushes on the part of coolant jobbers as well as retail service outlets. Until they accept the year-round concept of Dowgard, we'll have to hit them again and again. Quite possibly, this effort will require temporary sales help."

The results of the 15-day sales blitz are taking shape. At the time the first Salespower project began, Dow had already attained average national distribution of its product, by accepted marketing standards. When the "assault" came to a close, the company had more than doubled this distribution as a combined result of Salespower's intense efforts and the ensuing increased efforts of Dow's existing dealers and jobbers. ◆ RAK



The Moloney, Regan and Schmitt representative knows WORCESTER

Moloney, Regan and Schmitt's association with the Worcester Telegram-Gazette goes back to 1920. We are proud, not only of this long connection but also of each representative's qualifications to answer your questions about Worcester.

We are proud, too, that Worcester with almost 600,000 people (48th in population, 43rd in E.B.I. . . . and an important BILLION DOLLAR County) ranks among the "TOP 50" Markets. Worcester represents big business to you, significantly important for you to examine our coordinated, dividend-paying, merchandising cooperation.



Circulation: Daily 155,015 — Sunday 103,332

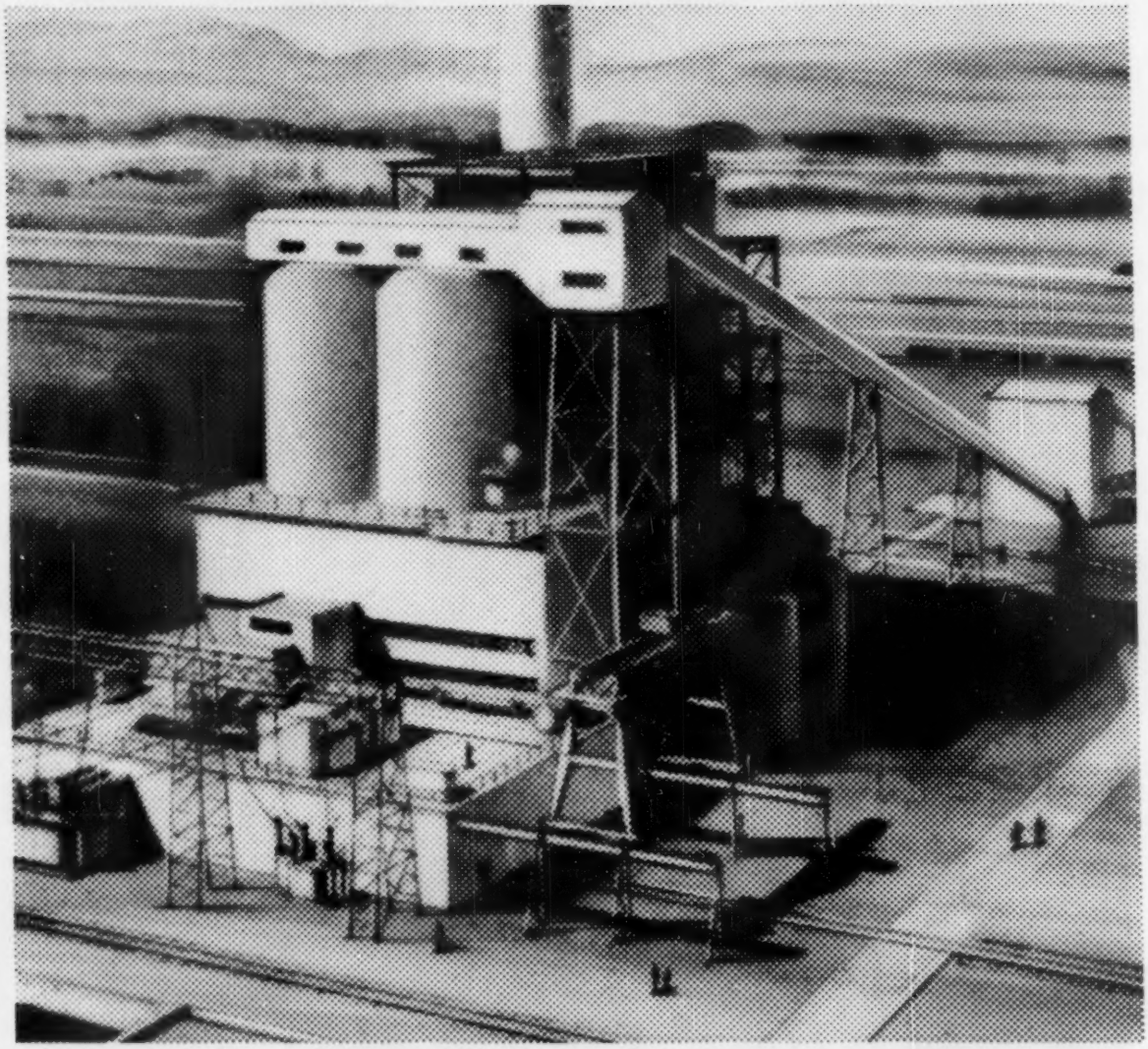
WORCESTER MARKET — The home of twelve colleges and universities, the finest Art Museum of its size in the nation, and the 101 year old Music Festival — "a week of the world's finest music".

WORCESTER TELEGRAM
The Evening Gazette
SUNDAY TELEGRAM



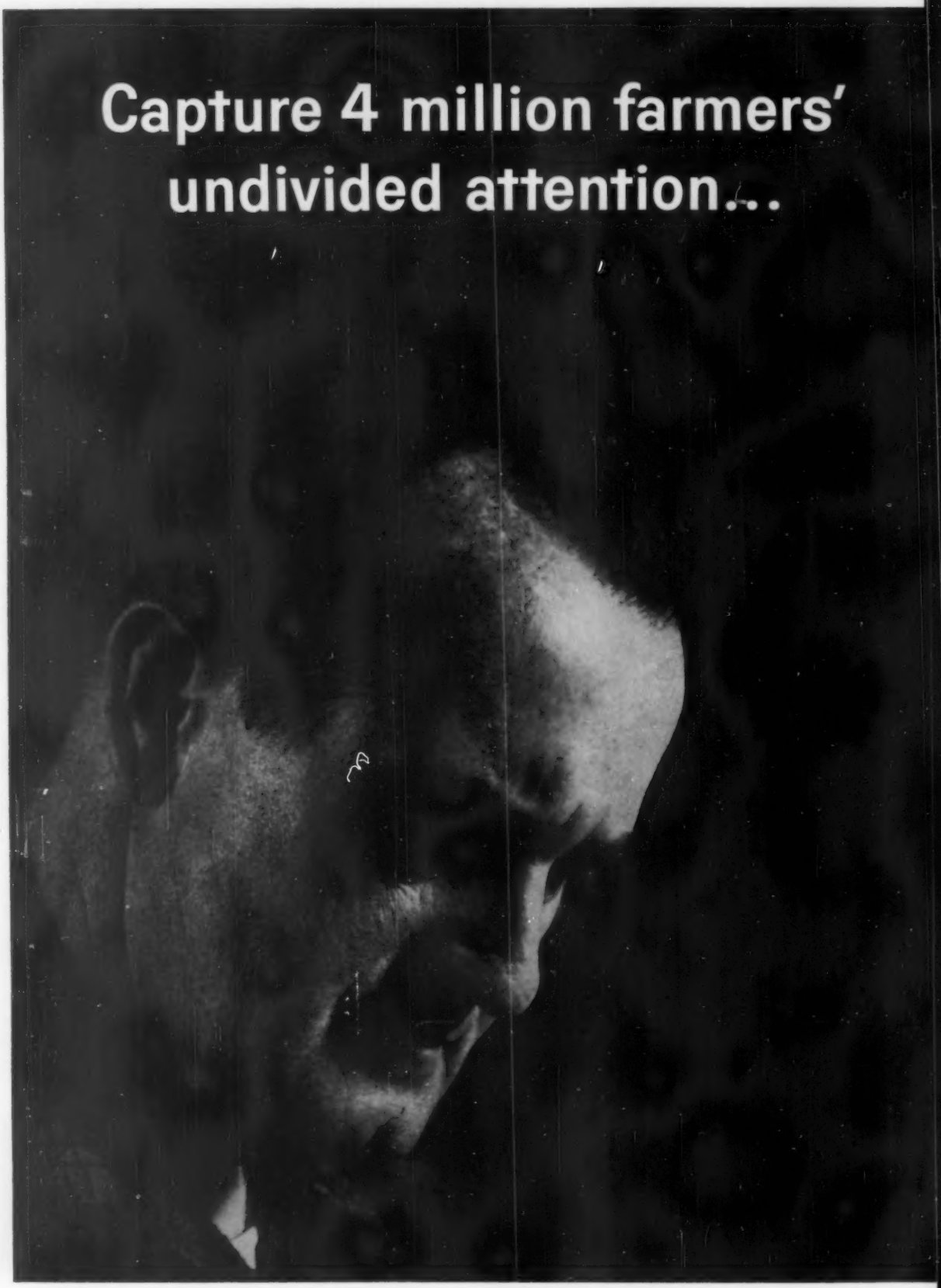
Owners of Radio Stations WTAG and WTAG-FM

This power plant will be placed in service early in 1961, It will call for $1,395,000 worth of switchgear.



Whose switchgear are they reading about in POWER ENGINEERING?

Capture 4 million farmers' undivided attention...





Local names...local places...local news...local faces give your ads more readership and believability

Add readership and believability—the guts of selling advertising—to your media schedule with State and Local Farm Papers. Independent surveys prove that they top all other farm publications in both!

To keep your prospects reading and believing, local editing takes advantage of differences in climate and farming practices. Over one hundred fifty editors travel over a million miles a year and make thousands of local calls to edit State and Local Farm Papers close to your customers. They travel the byways gathering local pictures, local names, and local news. This local effort puts your ads on a neighbor to neighbor basis with the $40 billion farm market . . . and 4 million farmers. You know how well familiar names can sell.

You can match State and Local Farm Paper circulation to your markets and outlets, too. Give your ads every opportunity to spark fast, powerful sales action. Get the full story—Write State and Local Farm Papers, Room 1600, 28 E. Jackson Blvd., Chicago 4, Illinois.

Find out more about the rich farm market . . . Explore the great potential it offers. Write for booklet—"Farmland USA." State and Local Farm Papers, Room 1600, 28 East Jackson Boulevard, Chicago 4, Illinois.

FIRST WITH FARM FAMILIES

STATE and LOCAL FARM PAPERS

American Agriculturist
Arizona Farmer Ranchman
California Farmer
Colorado Rancher & Farmer
Dakota Farmer
The Farmer
The Farmer Stockman
Florida Grower & Rancher
Idaho Farmer
Kansas Farmer
Michigan Farmer
Missouri Ruralist
Montana Farmer-Stockman
Nebraska Farmer
New England Homestead
Ohio Farmer
Oregon Farmer
Pennsylvania Farmer
Prairie Farmer
Rural New Yorker
Southern Planter
Utah Farmer
Wallaces Farmer
Washington Farmer
Wisconsin Agriculturist

The Farmer-Stockman's penetrating coverage gets greatest Sales-Results in

Texhoma-Land*

***RURAL TEXAS AND OKLAHOMA**



For example: Mr. George F. McKay, President of the Edge-Rite Corp. of Brownwood, Texas says:





The product manufactured and advertised by the Edge-Rite Corporation is a power sprayer unit that sells for $79.95. The Edge-Rite is recommended for more than 20 types of spraying jobs around the ranch or farm.

"I know when our advertising gets results"

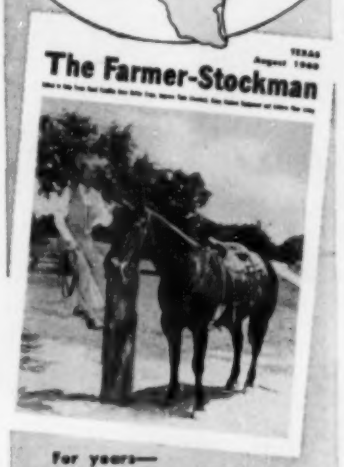
"Ours is a manufacturing business. ALL orders we get for Edge-Rite Power Sprayers must come as a result of our advertising."

"Although the Farmer-Stockman has always been a good producer for us, our returns have increased materially since its page size was enlarged. In fact, the Farmer-Stockman produces more business for us per dollar invested than any other general farm magazine we use."

"Our experience makes us believe that a magazine locally edited—like the Farmer-Stockman—is much more effective than a magazine containing broad editorial treatment . . . and circulating in a large area."

* * *

SALES-RESULTS LIKE THIS explain why more and more advertisers are using the Farmer-Stockman to SELL in this rich market! It gives them the most effective, lowest-cost coverage in Texhoma-Land!* For space reservations—or additional data, write, wire or phone your nearest Farmer-Stockman office now!



For years—
Edited IN Texas FOR Texans!



For years—
Edited IN Oklahoma
FOR Oklahomans!

* Rural Texas and Oklahoma

436,476 total paid subscribers

The Farmer-Stockman

OKLAHOMA CITY • DALLAS

Director of Advertising, J. H. Hunter

SALES OFFICES:

CHICAGO 11, SUperior 7-6145
400 N. Michigan Avenue
Lee Hainline, Mgr.

NEW YORK 17, MUrray Hill 4-3340
420 Lexington Avenue
Joe Paulsen, Mgr.

OKLAHOMA CITY 1, CEntral 2-3311
500 N. Broadway
Bill Pullen, Mgr.

DALLAS 5, LAkeside 1-3121
4321 N. Central Expressway
Alex McCommas, Jr., Mgr.

STATE and LOCAL FARM PAPERS

Make Your Sales Aids Come Alive

"Spectacular"—that's what companies like Du Pont, 3M, Martin, Leeds & Northrup are saying about a new way of animating their sales displays. This simple new process is also said to be much faster and less expensive than most conventional methods.

Several leading companies are now injecting new life into their visual sales aids.

By combining polarized light and cellophane tape, marketers can now animate everything from color slides to sales displays—as realistically as wheels moving, gears meshing, or the flaming exhaust of an engine.

So "spectacular" are the results, that this process could revolutionize most types of visual sales and advertising devices—including sales training aids, sales presentations, outdoor and point-of-purchase advertising, even TV commercials.

Moreover, this is such a relatively simple process that it can be produced at least 80% faster and for thousands of dollars less than most conventional methods of animation. It is also available in do-it-yourself kits.

The process has already been put to a wide variety of uses. For instance:

- The Martin Co. reports that it did a "fine, fast job" of animating the functions and differences of the company's two conversion systems and of demonstrating its intricate nuclear exhibit at a recent atomic show.
- Minnesota Mining and Manufacturing Co. (3M) used the process to add new movement and depth to its exhibit at the recent national sanitary show in Miami, Fla. The 3M exhibit featured the showing of maintenance floor pads which seemingly revolved and emitted a fine, mist spray.
- Leeds & Northrup Co. credits it as the only method capable of successfully demonstrating the inner workings of its intricate metal heat-treating furnaces.
- Du Pont used it to depict properties of one of its varnish products and to show the product's resistance to sun rays.
- Boeing Airplane Co. employed the process to illustrate properties of two different helicopters; American Car & Foundry, to depict a railroad car unloading device; E. F. Houghton Co., to illustrate in composite form a product flowing from a can, lubricating of a moving lathe, and heat variables.

According to Herbert Dunlevie, president of Tech Antares Corp., Wilmington, Del., the process is designed to produce any moving image as precisely as the most advanced animated motion picture. Wheels moving, colors erupting, lightning flashing, fuel surging through jet engines, blood filtering, or gears mesh-

How the Animation Process Works

1. Drawings of sales aids are photographed to obtain transparencies for rotating on a polaroid disc. Plastic materials in various patterns are then combined to achieve the animated effects desired.

2. Pressure-sensitive tape—"Scotch" brand No. 600 cellophane tape—and Polaroid film are cut into narrow strips from rolls that are 1 to 2 ft. wide. Up to 20 strips can be cut simultaneously.

3. The film strips are adhered to the tape strips, after being further cut to the minute patterns desired. The strips are then placed on the back of the transparency, which is sandwiched between two sheets of Plexiglas sealed on the edges with tape.

4. The "sandwich" is placed either in a view box or upon a projector and subjected to rotary polarization. To achieve the illusion of motion, the disc is rotated between the light source and picture.



The result: an amazing series of actions with vivid colors that make even the most sophisticated mechanical system easy to understand. Added color tones, for more precise effects, can be achieved by cutting out colored motion materials and also placing them behind the transparency.

ing—all of these and much more—can now be witnessed in colorful detail.

The new visual process, perfected a year ago by Tech Antares, is being used to train many salesmen and has reduced training sessions by as much as 50%—simply because it enables them to see exactly what is being taught.

▶ The process—called "Polar-Action"—takes advantage of the ability of polarized light to shine in myriad colors when the light strikes bi-refractory crystals. This gives the illusion of motion when a polaroid disc is revolved between the light source and the subject to be animated.

It is believed that this is the first time a single display process has been able to create action that not only provides effects ranging from flicks and flows to explosions, but also can be regulated as to speed and direction. For example, action can be adjusted to move in many different directions at the same time and at four different speeds. What's more, it can be reversed by simply reversing a rotating disc, and accelerated or slowed by changing the speed of rotation. The process can even make water flow up hill.



SPECTACULAR sales aid shows even the most intricate parts of an engine in motion. Action includes flow of gases, ignition, gears turning, etc.

The process can easily bring to life the most complicated piece of machinery, with differential and reciprocal motion and even red flames belching from the exhaust. One of the most recent accomplishments was a depiction of a huge atomic reactor system running in full, brilliant color on the side of a Wilmington building. This was projected from a disc-rotator apparatus not much larger than an attache case.

A main attraction of the process is the time saving involved. In conventional cell-type animation, individual cells of art representation must be prepared and then photographed—a time-consuming process. However, the polarized process places all of the action on one plate which can be photographed in one continuous "take" from either a front or rear projection screen or light-box.

A short demonstration color film of a complex piece of machinery may cost thousands of dollars if made with numerous drawings, while the same illusion is produced by this process for as little as $1,000, in a single drawing.

Tech Antares fabricates ready-prepared plates as well as a complete kit which enables users to apply the motion effects to their own transparencies. Each contains a number of sheets of pre-fabricated colors and motions plus certain other materials and instructions which assist in the home creation of animated transparencies. ◆

HIRING SALESMEN?

Write for a free sample of our specialized application blank

In evaluating applicants for sales jobs, your company needs detailed information of the education, background, sales experience and individual characteristics of each prospective employee.

To fill this need, SALES MANAGEMENT has prepared specialized "application for employment" blanks developed from a consensus among experts on hiring salesmen. These detailed four-page forms will give you all the basic information you need on each applicant. They have been approved by legal experts as conforming to the New York state anti-discrimination law, regarded as the strictest of any state in the nation.

A free sample of this "application for employment" blank will be provided, with a price list, on request. Write—

SALES MANAGEMENT

630 Third Ave. **New York 17, N. Y.**

Greensboro-

GREEN THUMB

OF THE
NEW SOUTH'S
MARKETS

15th in Total Retail Sales



General Merchandise Sales Grow Faster in Greensboro

Richest soil for increased sales today is the NEW South—with over one-fifth of the nation's top metropolitan markets concentrated in an 11-state area. In the 25 top markets of the NEW South, Greensboro ranks 15th in total retail sales—closely following Richmond, Norfolk-Portsmouth, and outselling such key markets as Charlotte and Mobile. Helping you harvest this fertile market at minimum cost is the Greensboro News & Record—the only medium with dominant coverage in the Greensboro Market and selling influence in over half of North Carolina. Over 100,000 circulation; over 400,000 readers.

GREENSBORO . . . 1st Market in the Carolinas . . . 79th in the Nation.

Write on company letterhead for

"1959 Major U.S. Markets Analysis" Brochure of all 292 Metropolitan Markets.

Greensboro News and Record

GREENSBORO, NORTH CAROLINA • Represented Nationally by Jann & Kelley, Inc.

Vanity: The Foot in the Door For American Photocopy Salesmen

Point a camera at someone and you'll get, in nine cases out of ten, a stereotyped response: the surreptitious search for a pocket comb, the careful rearrangement of features into a benign expression. That's vanity. And 50 sales representatives of American Photocopy Equipment Co. (Evanston, Ill.) found a way to make vanity work for them by the simple device of pointing a Polaroid Land camera at prospects and later presenting the glossy print—developed in a mere 60 seconds—to the current target.

These 50 men now own the cameras that they used. The cameras were lent to them during a sales contest planned to help the salesmen overshoot their quotas. The entire APECO sales force, 320-strong, was lent equipment for a short period, taught how to handle the camera that develops its own prints, and told that some of them, at least, would come out of the contest owning the sales weapon they had used.

Here's how it worked: When an APECO machine—either a photocopy unit, punching and binding machine, or plastic laminator—was sold, the salesman asked for a referral and, if he got one, thanked the prospect and said, "May I take your picture?" In almost every case—here vanity reared its head—the customer said, "Sure."

With the referral in hand, the salesman sought out the new prospect like this: "Here," he said, handing over the picture, "is Jim Smith of the XXX Company. He just bought a unit for his office and thought you would be interested in one, too."

Says Arnold Perry, APECO sales manager: "The photo was a new twist over conventional verbal referrals, and an effective one. It pleased the customer who had just bought a machine—what executive isn't flattered at having his picture taken, even if he won't admit it? Such a customer is especially apt to produce valuable leads."

Perry reports that a number of his enterprising salesmen also took pictures of existing applications to demonstrate to prospects how the equipment could be used in their offices. Others photographed the directories in lobbies of office buildings for later study. These salesmen, he thinks, are star caliber. They found ingenious uses for a Polaroid, added powerful ammunition to their sales portfolios.

The company had only modest expectations when it launched the contest. It was amazed at the creative bent some of its men showed in using the cameras. Temporary ownership of such a camera served to whet the appetite to own it. And most men took the Polaroid home, snapped the family and won their support in the contest.

"An extremely successful campaign," concludes Perry. "Successful both in terms of increased sales and in building good will between salesmen and customers."

The good will was enhanced when the salesmen sent photos of their customers to them with a note of thanks for the referral. ◆



1

APECO salesman takes two photographs of a new customer who has just purchased a photocopy machine. The salesman also asks the customer for the name of a prospect who might be interested in APECO products.



2

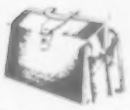
SALESMAN presents one of the pictures to the customer as a token of thanks for recommending the prospect. The photographs, taken with a Polaroid Land camera, are automatically developed into glossy prints in 60 seconds.



3

PHOTO of the customer is given to the prospect by APECO salesman. Noting that the customer bought a photocopier, the salesman then tries to sell the prospect. If he's persistent, a long series of sales is made in this way.

here's the essence of persuasive packaging



The Answer Man! Got a question about packaging? Your ***Gardner Sales Representative*** has the answer—resourceful sales-powered Persuasive Packaging.



New Whether Predictor! To buy, or not to buy? ***Gardner Market Research*** finds the answers and the reasons why—to guide the development of your package.



Shape of Things to Come! In ***Gardner Structural Design*** market-oriented ideas achieve form and function. Creativity is shaped by utilitarian and sales factors.



What does an idea look like? Guided by research, ***Gardner Graphic Design*** applies color, type, and imagination to produce a design that changes lookers into buyers.



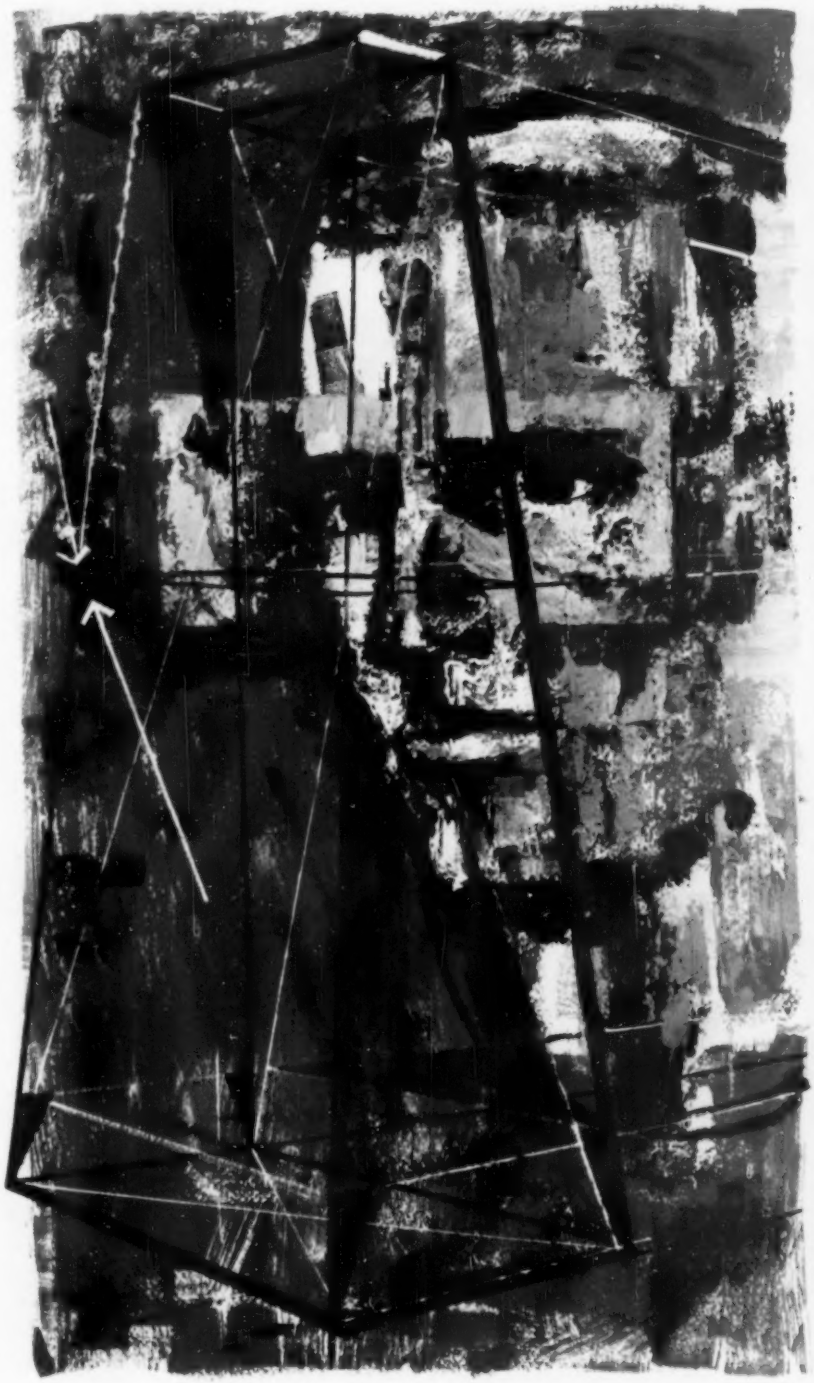
Nuts and Bolts! ***Gardner Machine Application*** adapts your production machinery to your new packaging program—efficiently and most economically!



Hypothesis meets the Housewife! Is it really a good idea? Will it sell? If it passes ***Gardner Package Testing,*** you'll see it—if not, back to the drawing board.

SHAPE OF THINGS TO COME?

Could be "count down" on the launching of an easier-to-use, easier-to-sell Persuasive Packaging format for you. Gardner Structural Design people are interested in just one thing—package function—how to make your package easier to fill, ship, display, use and **sell.** It's here that the package criteria established by our market research achieves form and function. Boxboard is cut, bent and twisted until a new, more effective package shape is evolved. One that sells! ¶ Expert, imaginative Structural Design counsel—another at-your-service Persuasive Packaging plus—yours when you employ the resources of this completely coordinated new packaging concept—Persuasive Packaging. Could your packaging stand a new bend? How about your sales curve? We'll be glad to help you with the launching—just call us.



DIAMOND NATIONAL
THE GARDNER DIVISION
MIDDLETOWN, OHIO

WORKING EXAMPLE OF PERSUASIVE PACKAGING

Look what's happened to Ovaltine. New image, new convenience, new sales power—a perfect example of Persuasive Packaging in action. ¶ It all started with an imaginative Gardner **Sales Rep.** After several discussions with Ovaltine Food Products, he called in **Market Research** to study the Ovaltine packaging program and market. Research recommendations included: brighter, harder-selling package design; a new image with broader market appeal; convenient, individually wrapped portions (tests confirmed the superiority of folding cartons in individual packaging); and the proper size and number of packets per package. Market studies also confirmed that by switching to a folding carton, Ovaltine would be moved up to improved eye-level shelf position. ¶ As you can see, the new package, created by **Structural** and **Graphic Design,** carries out the research recommendations. Front and back pictorial panels show Ovaltine as an inviting refreshment, warm or cold. Vertical and horizontal panel designs permit good display however the product is stacked. Inside, individual serving packets provide new convenience and product protection against moisture. ¶ **Machine Development,** too, played an important role by recommending a choice of two standard machines for more efficient, economical handling of the new package. ¶ To round out the program, the new package was test-marketed and is now being readied for nationwide distribution. ¶ Another Persuasive Packaging mission accomplished—successfully.



DIAMOND NATIONAL
THE GARDNER DIVISION
MIDDLETOWN, OHIO

Where Do Sales Execs Get Their Ideas?



Whether it comes while shaving, polishing the family's shoes or waiting for a stop light, the real moment of creativity, say these top sales execs, is usually more offbeat than not.

At 20,000 feet up, William H. Slemp once planned a complete program of residential product marketing for his company, Kaiser Aluminum. For Slemp, who is Kaiser's manager of residential business development, this was nothing unusual—he always



comes up with his best ideas in the brief relaxed time of a plane ride, between business activities.

Pacific Industries' Robert Gilmore gets his brainstorms while sitting out stop lights in his car—preferably after dark. "Because I'm at leisure. . . . The mind is released from close concentration and free to examine what emerges from the subconscious."

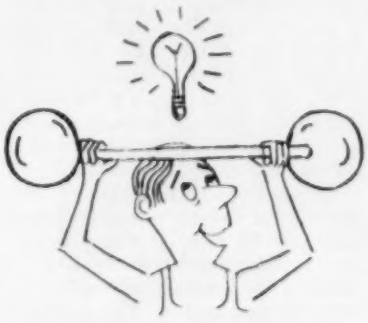
These two sales execs are not alone in their discovery that ideas come best at odd moments. Among the two dozen or so top marketing men SM quizzed on where and when ideas come, the concensus was against business hours, and business activities.

It seems to be a case of lining up the particulars involved—mentally setting the scene—and then letting the creativity spring forth at some later, relaxed moment. And there apparently is no limit to the kinds of offbeat moments that will produce the creative genius.

"I'll never buy an electric shaver," says one sales exec, "I'd be cutting off my most fertile source of original thinking." Shaving, it seems, is a ritual that releases inspiration in more men than almost any other regular activity.

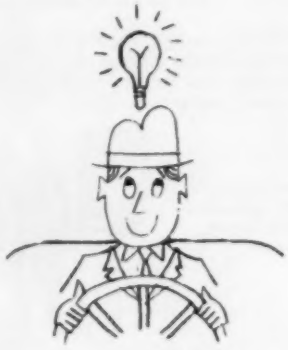
Hugo O'Detto, western regional sales manager, The Parker Pen Co., explains it this way: "For my really deep thinking, I use the shaving technique. The bathroom is the quietest place in the house—the door is locked, the children can't interrupt. Which brings us to the real factor: the face in the mirror. When I'm shaving I'm looking at myself. You can't fool a person who's looking straight at you. What I'm getting at, is, you have to be truthful with yourself. And you examine your plans and ideas for the work ahead with clear eyes."

With O'Detto, as with all of the men whose idea-production processes we explored, the "shaving technique" (or whatever their individual device for tapping the subconscious) was the culminating stage. Idea sources fed into the mind, to be taken hold of by the subconscious and there go through their mysterious metamorphosis, often



first come from field trips. O'Detto strongly recommends to the sales executive that he get his conscious mind well stocked with the raw material of ideas during field trips.

"In my experience, more practical and specific ideas have their inception in the field than anywhere else. They may be weighed, scrutinized, sifted, at the desk and left to lie fallow. But more often than not it is before the shaving mirror that the right ones pop up in the right perspective for utilization, or some surprise re-formulization out of the depths of the mind."



The man who finds his thoughts falling into place and new ideas flashing to the surface while shining the family's shoes is R. M. Gerber, Kaiser Aluminum's manager of the Building Products Division and responsible for sales, sales promotion and distribution for such products as Shade Screening and Diamond-Rib roofing and siding.

Besides shining shoes for inspiration, he finishes antique furniture. Why are these particular activities conducive to clear and productive thought?

"Like most people whose jobs cannot be measured and viewed in terms of physical accomplishment," Gerber suggests, "I may get frustrated and feel my mind tied up at the end of the day. Close application to administrative detail concentrates and channels the thinking. Changing over to purely physical activity, something that requires little or no attentive thought but vigorously exercises the body, somehow releases the tensions. While I'm consciously thinking of nothing, ideas start coming to the surface, apparently at random, but

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Arlington's easel is 72" high and features a chalkboard 29" x 40"—weighs 15 lbs.

405—5-way easel	$42.50
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often turning out to be useful, practical and original."

Ralph W. Seely, vice president in charge of sales for Columbia-Geneva Steel Division of U. S. Steel, finds reading—reading for pleasure—one of his best idea-generating occupations. "Most of my ideas are generated by reading," he told us, "and developed through association. The germ of an idea starts; I may talk about it with someone else, get into a discussion; it takes form, starts adding up. Two or more ideas may come together to fuse into something new. Much of the development goes on below the surface of conscious reasoning. To the original idea may be added another one while, say, I'm sitting listening to a speech. Something happens . . ."

This something that happens is the real bonus, but it can't be expected, points out Ernest G. Mittelberger, director of marketing for Paul Masson Vineyards. "As I see it," he says "there are a number of steps, the first of which are deliberate and conscious. Let's say you begin by recognizing a problem. Next you look for the solution. This calls for empirical thinking—studying all the factors in the light of your experience and the demands of the situation. You may arrive at a third stage of finding the problem temporarily insoluble; or the solutions that present themselves are inadequate. At this point I let free association take over. I may read a lot, walk in the garden, watch television—but I don't try too hard to force any ideas.

"We'll say my company wants to put out a special promotion of Burgundy wine—to take something simple. Burgundy goes well with steak. People like steak. It has pleasurable associations. How can we bring in the idea of a good steak dinner to help sell Burgundy? Without going through all of the associations that may have led up to it, I'll just say that the idea flashed and we ended up with a package promotion combining a bottle of Burgundy and a pair of handsome steak knives."

A conscious beneficiary of the mysteries of thought processes during sleep is R. M. Douglas, regional manager in charge of wholesale sales for Standard Oil Company of California's San Francisco region. "I've wakened in the night or early morning with some of my best ideas," Douglas says. "I may go to bed thinking about some problem, perhaps be a bit restless, even frustrated, having concentrated on it throughout the day and got nowhere. I give up and fall asleep. Something – call it intuition – takes over and I wake up with the solution."

In the realm of administrative ideas a man can get too involved or tied up, or too close to the challenges while on the job, to have the necessary perspective, Douglas thinks. If a good night's sleep does not loosen up his thinking, he gets out into his garden. "I've worked on the thing point by point on the job and come to no satisfactory conclusion. Realizing that I'm stuck, I walk away from it, let some other level of the mind work on it while I dig in the dirt. That's my way: to get on the creative level through relaxation of strain. I've seen other men, who evidently are geared to work 16 hours a day at a dead run, who thrive on it and come up with productive ideas right on the firing line. It's a matter of individual make-up and temperament."

► One of the firing line thinkers is Jack Davies, director of marketing planning for Fibreboard Paper Products in San Francisco. He gets his best ideas, he says, while talking with salesmen, traveling around with them and exploring their problems, accompanying them on customer calls. "I've never been able to sit down and think up ideas in a vacuum," Davies admits. "Talks, discussions with customers or those close to their problems, such as our salesmen, have proved to be my best stimuli. I find ideas popping up during conversations with others."

Although tossing thoughts back and forth with others is Davies' best stimulus for jogging ideas loose, committee debate, he says, has the opposite effect on him. He's not for it as a medium for generating original thought or solutions to problems. "I like to talk with lots and lots of people, but individually," he emphasizes. "In my experience, most of the best ideas, whether in the realm of new product development, new marketing concepts, or any other original departures, have come from discussions with individuals, not from committee meetings."

The atmosphere of a hospitality room following a meeting, convention or other business or professional get-together has proved the best creative setting for R. J. Harrison, market sales manager of the Electrical Conduit Division, Kaiser Aluminum & Chemical Sales. A meeting of minds under these relaxed conditions, particularly following a technical discussion during the serious phase of a convention, Harrison finds, can be most productive, especially where technically oriented sales personnel are face to face with customer representatives.

"The customer is not in a buying



"THAT P/L statement is a lot prettier than I was able to show you six months ago. I give most of the credit to the New York News. Has more readers in good income families—a half-million in the over-$10,000 bracket, and more than three million in over-$5,000 families. We've been putting most of our advertising money in the News—and our sales figures reflect it."

mood, you are not selling him, the two of you can 'cick around ideas that have been brought forward during the convention. The customer lets down his hair."

One of the most successful electrical products ever put out by Harrison's division was born under such circumstances. It was after a midwinter general meeting of the American Institute of Electrical Engineers. Harrison and a customer were talking over drinks when the customer remarked that he needed a specific kind of cable. . . . The suggestion fired Harrison's own thinking, and eventually led to development of a product that is now a very successful exclusive with his company.

► On the other hand, Gillette N. Houck, assistant to the general manager of the same division, says he gets his best ideas under pressure – when he is under pressure to sell and his customer badly needs a product that perhaps does not even exist in the exact form he can use. The meeting of these two pressures, Houck says, over and over has proved a fertile source of good ideas for him.

"How do I get my most original ideas? From other people," says A. E. Schwatka, divisional sales manager of Foremost Dairies, Inc. Like sparks struck from an anvil, ideas emerge when several minds make contact under the stimulus of the need to produce, he believes. "Not all people are idea people. Some of us have minds that turn things around or turn them upside down under pressure of discussion and emerge with something new, something that one man, thinking alone, would not come up with."

Schwatka believes it is often a matter of taking something accepted and playing around with it in company with others until you get it in an unconventional light. "Ideas are all around us, but we ignore their possibilities because we've become used to them in some fixed or long-accepted frame or pattern. It's profitable for several persons concerned with the generation of some particular idea or solution to a problem to spin it around, to do a certain amount of brainstorming, never mind if what you come up with looks at first like goofy stuff."

An example of what may happen under such circumstances is the birth of a promotion currently being used by Foremost's fluid milk division. Schwatka explains: "We were trying to formulate ideas for a special mailing piece to plug berries with ice cream. In the back of my mind I had a thought about fortune cookies–the Chinese rice cookies with the fortune on a slip of paper folded inside. How about sending out some of these with a message to dealers along the lines of: 'There's a fortune in handling Foremost products.' What could we do with that in relation to ice cream and berries? Berries? Fortune? Buried (berried) treasure . . . there's money in it for the dealer . . . he gets one of the fortune cookies; he opens it and discovers how to find the buried (berried) treasure. . . . You see what I mean?"

And then there was the strong, simple character, addicted to heady meditation in inviolable seclusion who, asked under what conditions his best ideas came to him, said: "On the John." ●

► *For further reading on this subject, reprints of two related articles are available: "Why You Have So Little Time to Think," SM, October 19, 1956 (reprint #334, 25 cents), and "Are You Flunking in Creative Thinking?" SM, December 5, 1958, (#372, 25 cents). Write: Readers' Service Bureau, Sales Management, 630 Third Ave., New York 17, N. Y.*

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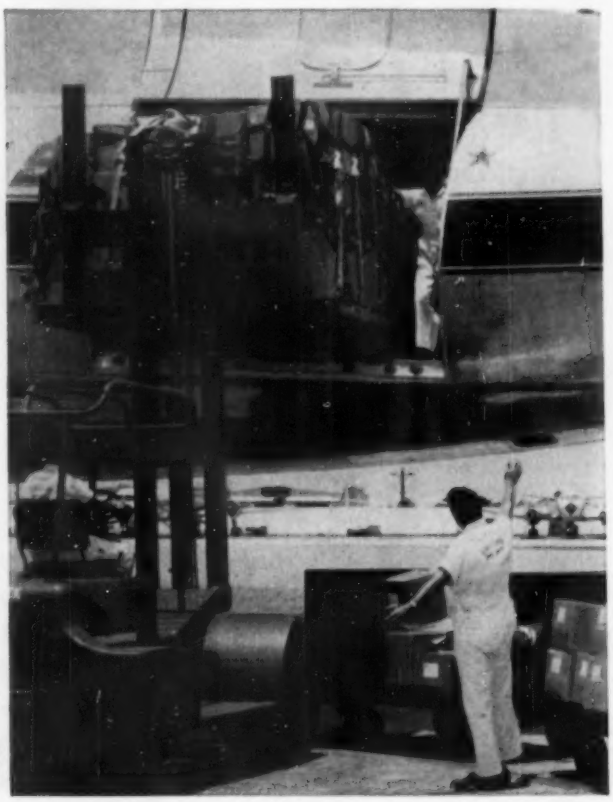
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New York—Atlanta—New Orleans—Mobile—Houston
Chicago—Atlanta—Miami—San Juan

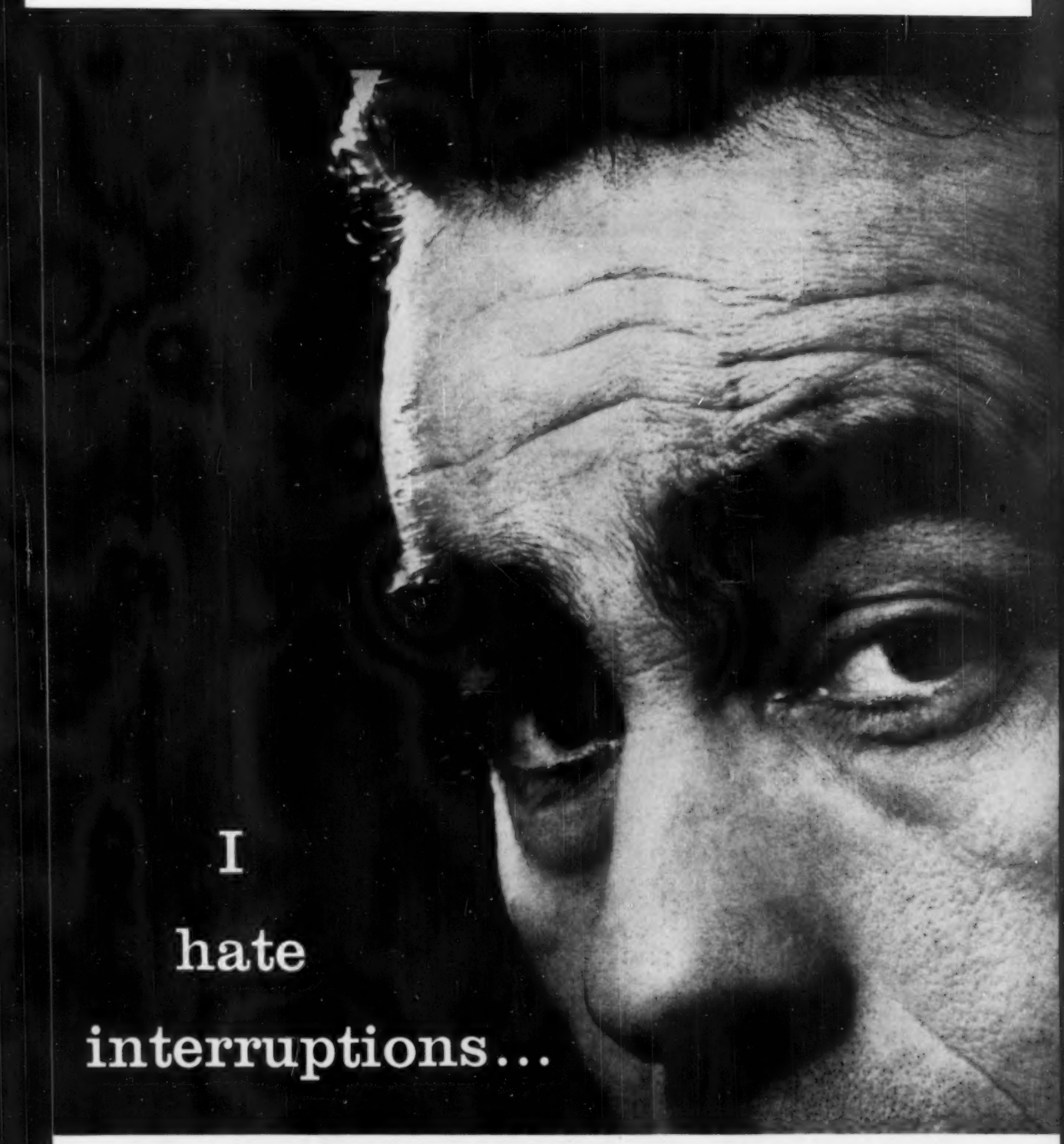
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A selection of noteworthy studies of markets, media, consumer buying trends, product and service developments that can pay off for you.

Spot TV Selling Points

Guidebook which summarizes spot television's current dimensions, details essential difference between network and spot television, and demonstrates the wide-ranging choices of the medium in station, market and time selection. Chart illustrations show variations in product usage and brand acceptance, by regions and markets, for coffee, cigarettes and cake mixes —typical of most product lines. It discusses introductory and test campaigns, seasonal drives, principal kinds of locally originated programs, local newscasts, and provides a comparison between the national reach of a prime time announcement schedule and the highest rated network program. Included are details on how leading product groups and advertisers increased their spot television expenditures by $94 million last year. Write Robert L. Hutton, Vice President, TV Promotion, Edward Petry & Co., Inc., Dept. SM, 3 E. 54th St., New York 22, N.Y.

N.Y. State Building Projects

A summary of all building projects in 15 major building classifications designed by architectural and architectural-engineering firms in the State of New York. There are data on types of nonresidential building projects (offices, stores, manufacturing, educational, hospitals, public, religious, public utilities, warehouses) and residential projects (hotels, dormitories, apartments, houses); number of projects; number of architects involved; dollar volume. Write Blake Hughes, Promotion Director, Architectural Record, Dept. SM, 119 W. 40th St., New York 18, N.Y.



The 1960 Oahu Market

Eighth annual Consumer Analysis of the Island of Oahu, Hawaii, market, including Honolulu and Armed Forces restricted areas. In addition to buying habits and brand preferences, the scope this year has been broadened to include data on store distribution of leading brands in retail grocery and drug outlets throughout the Island of Oahu. The 1960, 1959 and 1958 surveys cover the entire island rather than just the City of Honolulu as in years prior to 1958. Write Porter Dickinson, Vice President of Sales, Honolulu Star-Bulletin, Dept. SM, Honolulu, Hawaii.

Color vs. Black-and-White TV

A new comparative study conducted by Burke Marketing Research, Inc., to ascertain the effect on the viewer of color commercials, compared with the same commercials in black-and-white. It reveals that color commercials increase product recall by two-and-a-half times, and more than triple the impact of an ad. It takes 3,589 black-and-white set viewers to get the same commercial impact as 1,000 color set viewers. The three programs included in the report: Perry Como Show of February 24, with various Kraft products advertised; Dinah Shore Show of April 3, advertising Chevrolet products; Hallmark Hall of Fame of April 10, on which Easter cards and other types of cards were advertised. Write Marjorie Kemme, Dept. SM, Crosley Broadcasting Corp., Crosley Square, 140 W. Ninth St., Cincinnati 2, Ohio.

68-County TV Market

A statistical guide to the 68 counties of Minnesota and Wisconsin served by WCCO-TV. Data cover population, number of families, effective buying income, average family income in each of the counties in the area as well as the Twin City Metropolitan Area (Hennepin and Ramsey Counties). Write Thomas Cousins, Promotion Manager, WCCO-TV, Dept. SM, Minneapolis, Minn.

How to Stimulate Salesmen

A brochure highlighting eight basic motives that spur salesmen on to extra effort: desire for personal gain (money, power, prestige); desire for praise and recognition; avoidance of monotony and boredom; pride of accomplishment; fear and worry; desire to be needed; love of family; conscience (obligation to others). It explains how to put these motives to work to increase selling power by selecting the right merchandise and travel awards for an incentive program. There are details on awards with a wide range of appeal, tips on how to plan sales incentive programs to help build up the company image in the eyes of the salesmen, and suggestions on how to communicate with salesmen. Write James A. Maritz, Sr., President, Maritz Sales Builders, Dept. SM, 4200 Forest Park Blvd., St. Louis, Mo.

Sales Aids from Advertisers

Have you written for these booklets or samples described in recent advertisements in Sales Management?

Delaware Valley Market: Reports of the findings of studies of Delaware Valley U.S.A. Dept. SM, The Philadelphia Inquirer, Philadelphia, Pa.

Tell-All Catalog: Describes each of the 14 ACB services, gives case histories and cost of each service or method of estimating it. Included is a directory of all daily and Sunday newspapers. Dept. SM, The Advertising Checking Bureau, Inc., 353 Park Ave. South, New York 10, N.Y.

Spot Television: A "Telemarketing" study that gives an accurate picture of where your customers are today. Dept. SM, CBS Television Spot Sales, 485 Madison Ave., New York 22, N.Y.

Direct Mail Lists: Catalogue of up-to-date mailing lists for all types of direct mail campaigns. Dept. SM, McGraw-Hill Direct Mail Division, 330 W. 42nd St., New York 36, N.Y.

Sales Building: Fourteen tested ways to build sales and keep sales costs down. Dept. SM, Perrygraf Corp., 1500-L Madison Ave., Maywood, Ill.

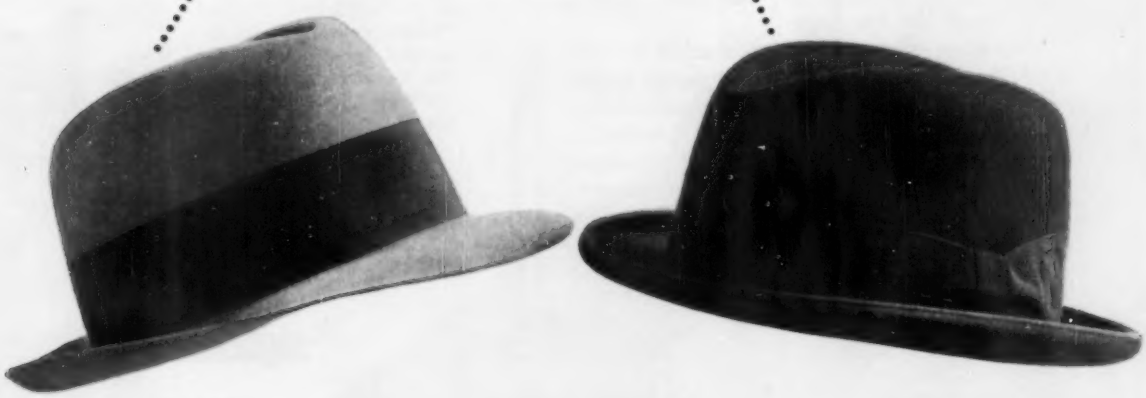
Catalogue Service: Fact file on up-to-date information about merchandise the hardware retailer sells and a new directory of manufacturers listing. Dept. SM, Hardware Retailer, Catalogue Service, 964 N. Pennsylvania Ave., Indianapolis 4, Ind.

Top Ten Brands: The full story on Solid Cincinnati. Dept. SM, The Cincinnati Enquirer, Cincinnati, Ohio.

TV Guide Readers: Three-dimensional picture of who reads TV Guide, and how and why. National Advertising Dept. SM, TV Guide, Radnor, Pa.

This new National Yellow Pages Service is the last link in our marketing chain... it'll sell our prospects right before they buy!

TELL ME MORE!



Ad Mgr.: Well, it's our one sure way of selling prospects at the point of decision — and moving them to *our* point of sale.

MKTG.DIR.: Use the Yellow Pages to *sell*?

Ad Mgr.: Right! New NYPS lets us tell people *why* to buy as well as *where*. We can now run the same kind of selling advertising in the Yellow Pages as we use in other media, and reinforce our selling message when people are ready to buy.

MKTG.DIR.: But what about our tricky marketing set-up?

Ad Mgr.: With NYPS, we can buy ads in any combination of over 4000 Yellow Pages directories across the country.

MKTG.DIR.: Do we *need* 4000 directories?

Ad Mgr.: Probably not. We buy only as many directories as we need to cover our market. There's no waste circulation.

MKTG.DIR.: Sounds good. Let's move on it.

Ad Mgr.: We are — the NYPS rep and the agency are working on a plan right now!

NEW NATIONAL YELLOW PAGES SERVICE

ONE CONTACT/ONE CONTRACT/ONE MONTHLY BILL

For details contact your NYPS representative through your telephone office.



People, Income, Sales Make the Spokane

the heart of the Pacific Northwest

Any way you measure the total Spokane Market . . . by its people, income or sales . . . the figures greatly exceed its metro data. It's a market that is truly 4 times as big as it looks!

The Spokane Market is the heart of the Pacific Northwest. It includes 36 counties, parts of 4 states. Its net effective income exceeds $2.1 billion. $1.4 billion are spent at retail annually by more than 1.1 million residents – that's more people than live in any but the nation's 14 largest metro areas.

Surrounded on all sides by giant mountain ranges, these people are an independent cultural-economic unit. They look to Spokane as their social and trading center. The city is Washington's second largest, and it is 300 or more miles from other cities of comparable size. Spokane is the focal point, the "big city" of the area.

Coverage of this big, rich market by advertising placed in coastal newspapers is impossible. The most effective, economical way to sell the million-billion Spokane Market is with The Spokesman-Review and Spokane Daily Chronicle. They're a one "Newspaper-Buy" – an "A" schedule *must* if you sell in the Pacific Northwest.

"When your business is located here you realize the tremendous size of Spokane's outside market."

Fred B. Utter, Jr.
secretary-treasurer
Utter Motor Co.





METROPOLITAN SPOKANE

Automotive Sales – $70,533,000

The Spokesman-Review and Spokane Daily Chronicle reach more than 9 out of 10 families.



RETAIL TRADING ZONE*

Automotive Sales – $155,522,000

The Spokesman-Review and Spokane Daily Chronicle reach 7 out of 10 families.



36-COUNTY SPOKANE MARKET

Automotive Sales – $262,001,000

The Spokesman-Review and Spokane Daily Chronicle reach approximately 5 out of 10 families.

Combined Daily Circulation Over 160,000 – 86.41% UN-duplicated

*24 complete counties shown. Latest data, with exception of circulation, unavailable for parts of counties defined by A.B.C.

Spokane is a Burgoyne Grocery and Drug Test City.

THE SPOKESMAN-REVIEW
SPOKANE DAILY CHRONICLE

Cover the Inland Empire like the sunshine

Advertising Representatives: Cresmer & Woodward, Inc. Sunday Spokesman-Review carries Metro Sunday comics and This Week Magazine.

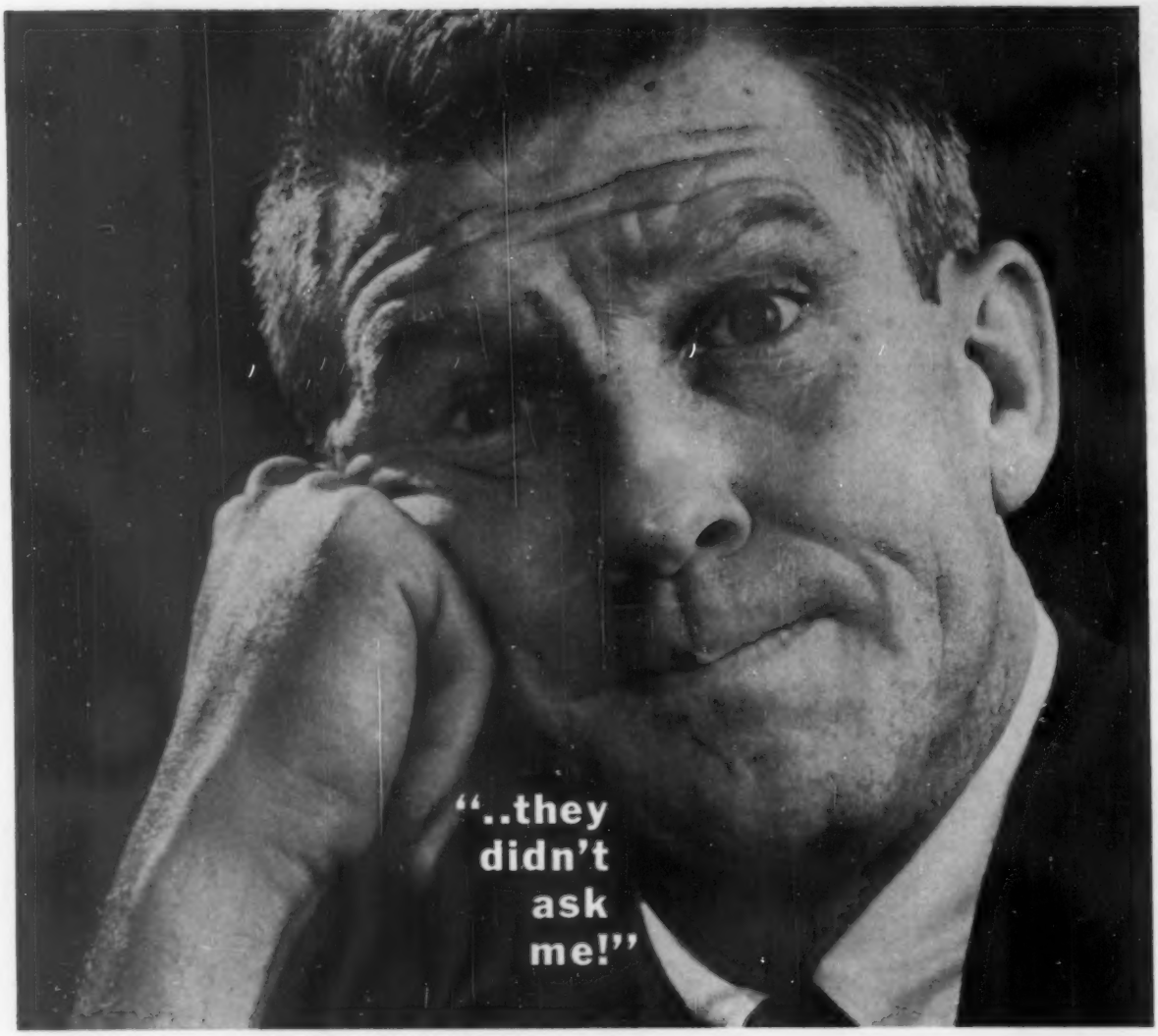
Market 4 TIMES AS BIG AS IT LOOKS

"OUR GROWTH IS GEARED TO THE TREMENDOUS SALES POTENTIAL OF SPOKANE'S OUTSIDE MARKET . . .

"Any businessman would be doing himself and his firm a great disfavor if he were to discount the tremendous sales potential of Spokane's outside market. For example, Metropolitan Spokane is a $70 million automotive market, but the total Spokane Market tops $262 million. We get the support of the whole market through the coverage given us by The Spokesman-Review and Spokane Daily Chronicle."

FRED B. UTTER, SR., PRESIDENT
Utter Motor Co., Spokane, Washington





The other day we talked to a Detroit Office "rep" of a national magazine whose ad campaign had *not* run in The Detroit News.

"I know that The News should have been our Detroit newspaper choice for that campaign," he said, "but I wasn't asked."

Sometimes from 700 miles away the Detroit market is likened to other major markets. But Detroit is different! It is an *evening* newspaper market. It is a Detroit *News* market.

The News outsells the morning paper by 227,362 Sunday and 107,367 weekdays in the big-volume, densely-populated trading area. That's why *The News* carries more advertising than *both* other Detroit newspapers combined.

Whether you're selling media or medicines, apples or appliances, ask your Detroit people *which newspaper is best for your ads. They know Detroit's preference for The News!*

Independently-researched facts about the Metropolitan Detroit retail market, including population characteristics, sales patterns and newspaper coverage by income, occupation and ethnic groups, are available on request.

The Detroit News

640,079 Sundays—480,673 Weekdays average for 6-month period ending 3/31/60 filed with ABC

New York Office: Suite 1237, 60 E. 42nd St. • Chicago Office: 435 N. Michigan Ave., Tribune Tower
Pacific Office: 785 Market St., San Francisco • Miami Beach: The Leonard Co., 311 Lincoln Road

Let's Get Sales Training Back into This World

By EUGENE WHITMORE



Most sales managers pay lip service, at least, to the virtues of soft sell and the importance of repeat sales rather than the quick, one-shot order. But you don't see it in many of the sales training manuals and films around today, or hear it at the "over-the-top in '60" kind of sales meeting.

If most of today's top salesmen followed the rules, training, advice and suggestions in many a sales training manual, slide film or motion picture now in use, they would not last long among the leaders.

Let's get realistic. Let's bring sales training back into this world. There's too much impossible guff in much sales training literature, and many outright contradictions within the same manual or training course.

Take the matter of planning calls, and the number of calls salesmen are supposed to make daily. The salesman is urged to take more time in planning each call—and also urged or instructed to make more calls. He cannot do both.

Hundreds of sales training efforts are based on the idea of 20 sales calls a day. If not 20 calls, then "more calls." Even for big-ticket items, which are sold only after long negotiations, executives are constantly urging their men to expose themselves more often —to more prospects—to make more contacts, more calls.

In many a typical sales training manual, work-book or slide film, a section on planning follows immediately after the section on the need for more exposure. The salesmen are instructed to learn more about each individual prospect and to delve into his birthplace, age, education, lodge, church, club memberships, hobbies, length of time in present position.

Once he has put together a comprehensive dossier on his prospects and customers, the salesman is urged to rush out at the crack of dawn and get in ten good calls before lunchtime. And in many cases he is also asked to slip in a few cold-turkey calls between these carefully planned and documented ones. This involves more time in planning and more calls. Such a schedule is impossible to fulfill.

Even in the most provincial territories it is difficult to chalk up a call before 9:14 a.m. There are, between 9:15 and 11:45 a.m., just 150 minutes. Subtract 30 minutes for parking difficulties, another 30 minutes for time consumed in reception rooms, going up and down elevators (if the calls are in tall office buildings), or skipping back and forth across streets (provided the plans have grouped calls in small areas), and we have left only 90 minutes of possible selling time — or nine minutes per call in which to utilize all this data concerning the buyer's ancestry, habits, customs, affiliations, experience and business problems.

And the salesman, as he parks his car late in the afternoon and walks to his motel room, remembers that he got in only eight calls today, while the sales manual and the divisional sales manager emphatically told him to "plan 20 calls a day."

There are few sales executives who have a realistic perspective and can admit frankly that sales depend not upon the number of calls but upon the effectiveness of calls. What's the good of 20 quick calls a day if they only bring in one small order? The salesmen may have lost 19 potentially good opportunities.

You may say that this is too much emphasis on selling. Perhaps. But how about some of the other sales training follies?

Blind Emphasis on Quality

Ray Eppert, who climbed from a sales job with Burroughs to company presidency, told me that some adding machine salesmen kept taking time to prove that a Burroughs adding machine would add, instead of realizing that the prospect was aware of this, and then going on to prove that the proposed model would earn a handsome return on its cost.

A vast amount of time and effort is put into circulating a lot of hoopla about quality — in sales manuals, in slide films, and at sales meetings. Much of this vague, often generalized emphasis on quality is put in just to satisfy some exec who is not in sales.

The other day I thought of Mr. Eppert's remark as I was listening to a duplicating machine salesman go

through a long, technical, involved pitch about careful machining, case-hardened gears, precise feeding mechanism, guaranteed perfect register, ability to print on heavy stock or onion skin – proving beyond all doubt that his machine was turned out of the factory with loving care. And the prospect said: "Must be a mighty fine machine, but we don't need it." I learned that the salesman had been to a sales meeting the previous night.

What else could the prospect have said? The salesman had made no attempt to ascertain the number of forms, letters, bulletins or price lists which had to be duplicated regularly. He had said nothing about customer benefits and savings resulting from purchase of the machine. Trying to prove that a product is better than the competition's, without showing the prospect how he may profit by using it, seems to be the pinnacle of folly – yet it is done day after day, week after week.

When J. N. Bauman took charge of the White Motor Co. sales, he found White salesmen able, anxious and willing to prove that White materials, workmanship and all-around quality led the motor truck field. But prospects had a "nasty" habit of saying, "Oh, I'll admit the White is the best motor truck. But it is still too rich for my blood." Bauman's skill in teaching his salesmen to prove that a White truck would often save 1½ cents a mile, for an individual customer, is one of the reasons he is now president of the company. He concentrated on giving the prospect a reason for buying, based on his own hauling problems, and not solely on claims of quality.

Checking a 1960 sales presentation book for a leather company, I found 24 pages of text and pictures, all designed to demonstrate that the company's belts and billfolds are of top quality. Pictures of hide-selection, cutting, sewing, skiving, and final inspection all added up to a dull story. And there wasn't one word about what the merchant really wants to know: how much to buy, how much space the line requires, what profit can be earned, how long his money will be tied up. A merchant with even a minimum of experience can spot quality when he sees it, and up to a point he is interested in quality. But his real interest, which overshadows all else, is what returns he may enjoy from stocking the line.

Faulty Profit Claims

Many cases where salesmen are taught to picture profits begin with faulty assumptions. Profits are figured on gross sales—not on cost of merchandise. But the men who prepare pitch books, sales manuals, and flip charts usually include: (1) a picture of a slate, with a simple arithmetic problem chalked on it; (2) the simple problem worked out in pure second grade style. Here's an example:

You pay: $4.80 per dozen.
Selling price: 50 cents each
or $6 per dozen.
Your profit: $1.20, or a full 25%.

What's wrong? The profit on $6 gross intake at 25% is really $1.50—not $1.20. The thoughtless writer of the sales talk figures the profit on the bare cost of the merchandise, or $4.80, hoping to bamboozle the merchant. But merchants have been through this argument with so many salesmen they just overlook it now, if the salesman isn't sharp enough not to use it. The typical merchant in any line figures profit percentage in his head before the salesman has time to tell him what it is. But this is not all: the price is seldom 50 cents – but the usual department store,

(continued on page 108)

FREE IDEA KIT



For new ideas in visual selling aids, stereo, viewers, filmstrips and slides write to:

Taylor Merchant

dept. z9
the taylor-merchant corporation
48 west 48th street, new york 36, n. y.
plaza 7-7700

PLAN YOUR DIRECT MAIL CAMPAIGN PROPERLY— INSURE PERSONAL ATTENTION!

By addressing each individual buying influence by name, you can insure positive delivery and the highest degree of personal attention. This will enable you to trigger the necessary and desired action.

Join the thousands of growing industrial concerns which continuously employ McGraw-Hill's personalized business and industrial mailing lists successfully – to obtain, perhaps, pre-qualified inquiries as leads for their salesmen; to reach and convince out-of-the-way prospects and hard-to-see buyers; to sell products and services direct; to announce new products or price changes; or to accomplish any other highly specialized objective.

Send for complete details today!

McGraw-Hill Direct Mail Division
330 West 42nd Street
New York 36, New York



Drug store window no substitute for a doctor

The drug store is an important point-of-sale medium. Manufacturers' salesmen fight for space in it. And the druggist displays his fast moving, long profit items. Passing shoppers look, sometimes stop and buy. But a doctor's prescription or recommendation is the surest sales maker for a drug store!

Today much advertising produces nothing but superficial impression—unless the medium commands the attention and respect of its audience.

For fifty-eight years SUCCESSFUL FARMING has been the business doctor to the country's best farmers. Every issue has something that helps save work, time, money, get more value out of his farm plant. Like the Harvard Business School, SF uses case studies, actual instances and applications on actual farms.

SF has also been instrumental in remodeling farm homes, installing new bathrooms and modern kitchens, the purchase of appliances; and in helping the farm homemaker plan her days and her work.



So this magazine is not only read, but is studied and believed—has earned a degree of influence with its audience that is unmatched by any other medium. And gets a better reception and response for every advertisement in its pages.

SUCCESSFUL FARMING's circulation isn't big in comparison with today's telephone numbers, but is big enough to selectively cover the country's best farm families—1,300,000. And its circulation represents one of the best class markets to be found anywhere; with an estimated average cash farm income 70% above the national farm average.

If you want your advertising to sell something, put it in SUCCESSFUL FARMING. Any SF office can give you the details.



SUCCESSFUL FARMING . . . Des Moines, Chicago, New York, Atlanta, Boston, Cleveland, Detroit, Los Angeles, Minneapolis, Philadelphia, St. Louis, San Francisco.

ROOM TO ROOM
service
spanning the nation
Not just door-to-door, but truly a room-to-room moving service for household goods. Next time you or your employees transfer, call your Wheaton agent for personalized service.

Your Wheaton agent also moves trade show displays and exhibits, electronic devices, office equipment.
Wheaton Van Lines, Inc.
LONG DISTANCE MOVING—50 STATES
General Offices: Indianapolis, Indiana
In the West, call LYON
OVER 525 AGENTS IN ALL PRINCIPAL CITIES

3RD LARGEST MARKET IN ILLINOIS-IOWA
QUAD-CITIES
OVER 1/4 MILLION PEOPLE
ONE OF THE FIRST 100 MARKETS
Newspapers sell big in the Quad-Cities. To sell the larger Illinois side, use the Argus and Dispatch.
56% of Quad-Citians live on the Illinois side.
QUAD CITIES LARGEST COMBINED DAILY CIRCULATION
ROCK ISLAND ARGUS and MOLINE DISPATCH
REPRESENTED BY ALLEN-KLAPP CO.

At Home Or Office . . .
. . . your back issues will always be at your fingertips, in organized sequence, in Sales Management's attractive hard-cover binders. Twelve issues can be bound in and removed quickly. Sales Management stamped in gold lettering on backbone of black, imitation leather binder. Cost: $4.65 each, postpaid.
Sales Management
630 Third Ave.
New York 17, N.Y.

drugstore, and super market price of 49 cents.

Selling a Program—Not an Order

Although many sales executives no longer direct the salesman to merely "get an order," many others still think, talk, and teach salesmen to consider sales in terms of one order. Check a pile of sales literature, sales training manuals, handbooks, sales films and you'll find a vast number of reports on, or dramatizations of, such tales as: "How I Closed My Biggest Order," "Munrab Closes 10-Case Deal," "My Quickest Sale," and much more of the same—all pretty dull, and all bowing to the "must get the order idea" which reigns in so many sales departments.

These stories, even when true, and good, overlook the prime, number one sales responsibility, which is to sell an intelligent buying program, to create and hold customers, and to cultivate those customers into steady repeat buyers. Getting an order is only the first step in selling any intelligent buying program, which involves customer profit, customer satisfaction and which rises miles above the typical horse-trading hassle over every little shipment.

The bulk of all sales training effort and material is too often devoted to getting only one order, and ignores the fact that even the best product requires intelligent handling by the customer if it is to sell or to perform properly. The product itself is dumb. It cannot talk back, or rise up and say, "Mister, you are treating me wrong. Why don't you give me a fair shake?"

▶ We need to train salesmen to nurse one order into a steady buying program. Groce-Wearden Co., a progressive food wholesaler, has 800 suppliers, 200 of which offer contracts for advertising, promotion, display or other allowances, which cover some 1,800 different products and items. These allowances change frequently, have time limits, or are hooked into advertising activities. C. A. Dickerson, Jr., one of the company's directors, tells me that only a few salesmen take any time to explain the deals and allowances, or to advise about discontinued deals. It is not uncommon for junior salesmen to make detail calls on stores and turn in orders to wholesalers, based on allowance or promotional deals of which the wholesaler has no record. This is in many cases due to management pressure on salesmen to keep rushing from customer to customer, in search of quick orders but omitting time for servicing and putting the carefully



Markets are like pins . . .

You can knock them down a few at a time or bowl them over with a single, well directed effort.

In a country the size of Canada your advertising effort needs power, direction and timing. Those are the advantages Weekend Magazine and its French language edition Perspectives can give you.

Weekend Magazine/Perspectives is *high power* in Canada. Its powerful selling impact reaches 4 out of 10 of all the homes from coast to coast . . . a coverage more than four times greater than that of Life Magazine in the United States.

Weekend Magazine/Perspectives carries the selling message *direct* to the people with money to spend and a willingness to spend it. It shares the prestige and acceptance of the 35 newspapers that carry it to its readers *every week.*

No other magazine in Canada approaches the massive 1,880,000 circulation of Weekend Magazine/Perspectives or equals the intimacy and conviction of its audience.

Represented in the United States by O'Mara & Ormsbee Inc.—New York, Chicago, Detroit, San Francisco, Los Angeles.

The biggest single selling force in Canada

Weekend MAGAZINE / AND ITS FRENCH LANGUAGE EDITION **Perspectives**

The Reynolds Metals Company asked if we could design a compact, low cost Slide-Chart that would explain simply and accurately how to roast meat or poultry in Reynolds Wrap. Ordinary cookbooks require complex calculations. Within days we came up with a 2" x 5¾" Slide-Chart that gives the answer with one move of the slide! Over six million have been ordered and are being distributed to dealers. And we produced the six million in *seven weeks* for $60,000.00 *less* than the client anticipated! Why not drop us a line and find out how Perrygraf can put *your* product's facts at the fingertips?



Perrygraf Slide-Charts are precision made in facilities geared to turning out hundreds—or millions. In any size order, delivery and prices will amaze you.

Here's how you can get this modern inexpensive sales tool for your company. Give us a word picture of the job your Slide-Chart is to perform. Give us necessary data sheets or catalog pages if that's convenient. Tell us who will use the Slide-Chart and what quantities you will need. No obligation, of course. We'll tell you how your Slide-Chart can be made, what it will cost and we'll show you comparable jobs we've done.

FREE—36 page, full color booklet showing how Perrygraf Slide-Charts can work for you. 122 case histories. Write for free copy.



PERRYGRAF CORPORATION

1500-H Madison Street, Maywood, Illinois
150-H South Barrington Avenue, Los Angeles 49, Calif.
Sales Offices in Principal Cities

planned merchandising machinery into action.

A medium-size manufacturer recently brought out a new product which was thought to be superior to that of its many competitors, who were all fighting for a share of the same super market shelf space. The salesmen were carefully drilled in the quality approach, given an elaborate "pitch" book, and sent into the field. Results were bitterly disappointing except those from one salesman.

When called into the home office to explain his success, he reported: "After several trials of the presentation and instruction you gave me I threw away the pitch book and developed a new approach. It was so simple I was almost afraid to use it. I went into a smart buyer for a small chain of five large super markets. I asked him, 'Are you completely happy with your present source of supply for our line?'

"He didn't answer me, which was exactly the reaction I had anticipated. But he did say, 'What's on your mind?' Then I said, 'We've developed a new product in this line, and my only thought in calling on you is to determine whether or not it will fit into your plans. We have a sound product, and a delivery plan which can land the merchandise at each storeroom exactly when you want it.'"

The salesman went on to explain that he was told to return the following week, when an order was placed. He kept on trying this soft sell. The salesman had learned something that management did not know: Competitive suppliers, some of which had brands with good consumer franchises built up, were short on service, irregular in delivery, and contentious in customer relations. The salesman had found the sensitive spot which aroused a high percentage of responses, usually beginning with, "Well, what do you have in mind?"

As typical buying units increase in size, as buyers rely more and more on carefully laid plans and programs, it becomes increasingly necessary to train salesmen to use a tailor-made, or custom-built sales presentation, individualized for each company's size, location, needs, finances, and ability.

This does not mean a hit-or-miss price schedule, nor does it mean special concessions (which may lead to the FTC's charging unfair treatment). But it does mean that we must stop infecting salesmen with severe cases of heebie-jeebies by insisting upon tight adherence to the pitch book, or to rules and training procedures built on a faulty notion of what makes people buy. ◆

Alice in Numberland

CHAPTER II — Humpty Dumpty

"When I use a word," Humpty Dumpty said . . . "it means just what I choose it to mean—neither more nor less."

"The question is," said Alice, "whether you can make words mean so many different things."



Likewise, it might also be asked whether a product made of words—a magazine—can really communicate when it has to be all things to all kinds of readers. Further, can a magazine be equally exciting to a man in a steel mill, a man in a tool and die shop, and a man in a high volume production plant? We think not.

PRODUCTION's circulation is concentrated 99.1% in metalworking plants utilizing repetitive manufacturing techniques. Editorial, therefore, is written to fill the needs of this *one* select audience . . . an audience that purchases over 85% of all metalworking equipment, materials and supplies.

Writing for *one* audience, PRODUCTION editors utilize reader-oriented techniques that provide readers with *useful* and *timely* information. One source is PRODUCTION's Forum of Manufacturing Interests. Here, continual surveys reveal the types of articles that will best help readers in their work. Another example, the PRODUCTION Round Table, has for over 16 years alerted readers to new trends and ideas for improving manufacturing efficiency. Adherence to PRODUCTION's editorial purpose—" . . . *to recognize and to fulfill, the special needs of engineers and managers who are concerned with improved manufacturing efficiency, costs and quality in mass production metalworking plants*"—will attract over 31,000 influential and attentive customers and prospects to your advertisement each month.

With PRODUCTION, there is no wonderland of superlatives, no frantic circulation numberland *(and, incidentally, no 1961 rate increases)*—just good, progressive publishing directed to America's largest industrial market.

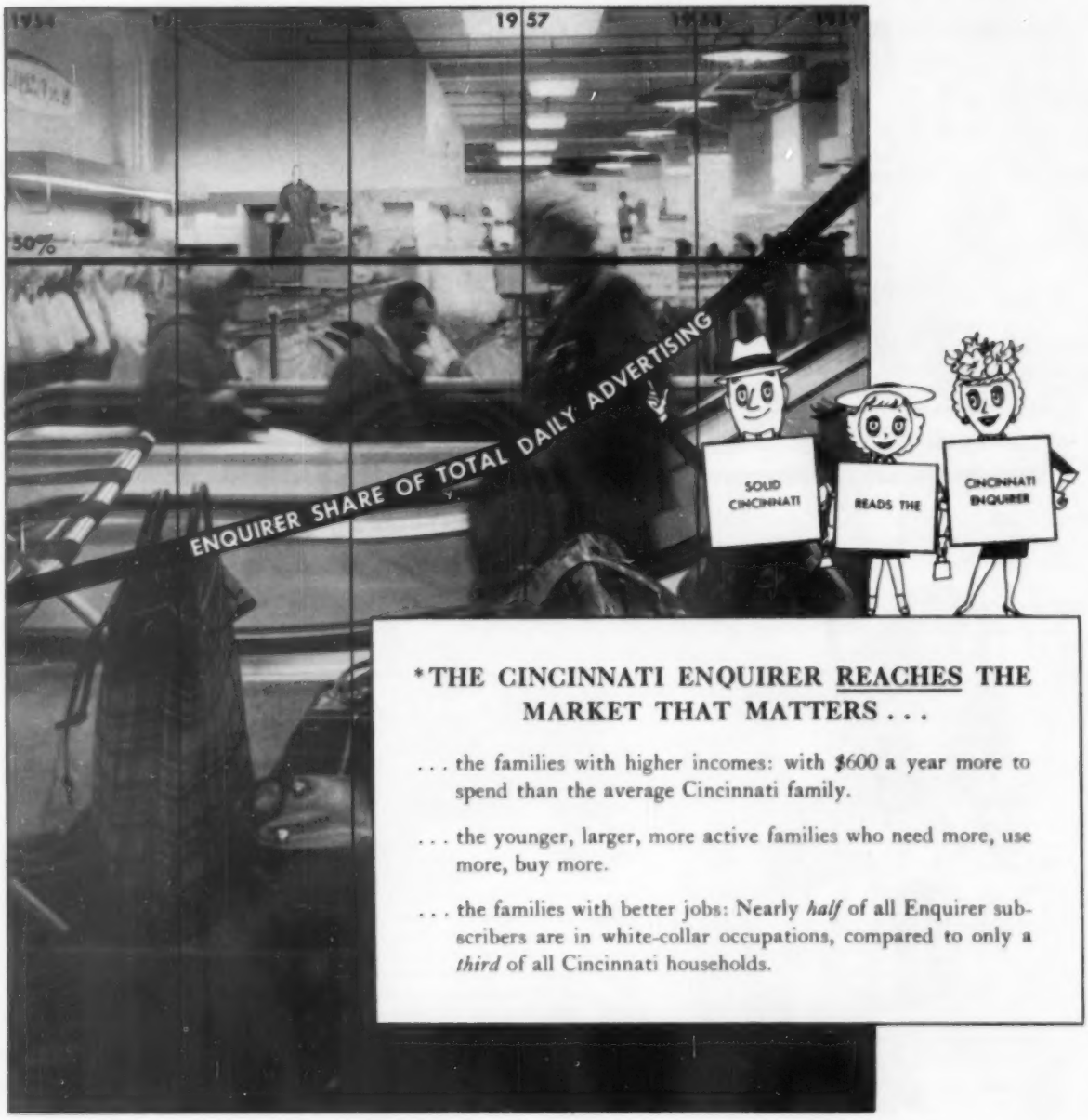
PRODUCTION

the magazine of manufacturing

Bramson Publishing Company, Box 1, Birmingham, Michigan

For solid success in Solid Cincinnati...

*aim at the market-that-matters!**



***THE CINCINNATI ENQUIRER REACHES THE MARKET THAT MATTERS . . .**

. . . the families with higher incomes: with $600 a year more to spend than the average Cincinnati family.

. . . the younger, larger, more active families who need more, use more, buy more.

. . . the families with better jobs: Nearly *half* of all Enquirer subscribers are in white-collar occupations, compared to only a *third* of all Cincinnati households.

More and more advertisers are discovering that reaching this solid market-that-matters makes a big difference in advertising effectiveness. And they're finding that nothing reaches and *influences* this market like the Cincinnati Enquirer. Get the full story of Solid Cincinnati from the latest Top Ten Brands survey. Call or write The Enquirer's Research Department for your copy.

Represented by Moloney, Regan & Schmitt, Inc.

Armed with a Brand New Product, St. Regis 'Goes Consumer'

The sleepy school supplies industry may get jolted awake by St. Regis Paper's $500,000-promotion of its first consumer product—which could obsolete the old loose-leaf binder.



Target: the $700-million school supplies market.

St. Regis Paper Co., the nation's third largest maker of paper and paper products, is aiming squarely at this big market with its first consumer product.

The product: a new type of notebook that promises to obsolete the old loose-leaf binder. It's a vertical-opening notebook that has a hard plastic cover, is easy to handle, and retails for a suggested $1.29.

A new St. Regis division, the Nifty Manufacturing Co., expects to sell eight to ten million of the new notebooks this fall. Guy Lowe, vice president of Nifty, reports that the new notebook is being promoted vigorously to the growing school population of more than 46 million students.

An average $15 a year, according to some estimates, is spent by each student on such supplies as paper, binders, fillers, pens and other equipment for normal school activity. This creates a market of close to $700 million for the 1960-61 school term.

The new notebook, which is fully protected by U.S. patents, is now on the shelves of virtually every major variety, food and drug chain, and many leading department stores. It is generally being sold at the suggested $1.29, although some food chains are pricing it at 98 cents. Its 65c price to the retailer often makes it so attractive that Nifty salesmen are able to secure extra display space.

St. Regis stands to sell more than notebooks. Even better, it expects to profit from sales of the paper that goes into the notebooks. Both notebooks and notepaper, handled through the Nifty division, mark St. Regis' entry into the consumer products market. Until its purchase of Nifty early

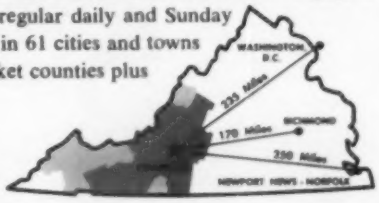
Now — in Roanoke, Virginia

FULL COLOR

is available in this newspaper market that's LARGER than 22 of the Nation's top 100 markets.

It is OVER TWICE as large as its Metro Area ranking indicates—OVER 2½ times as large a retail sales market—3 TIMES as large a food market. The Roanoke Newspapers reach virtually all regular daily and Sunday newspaper readers in 61 cities and towns in 16 primary market counties plus 9 others.

AND NOW FULL COLOR IS AVAILABLE

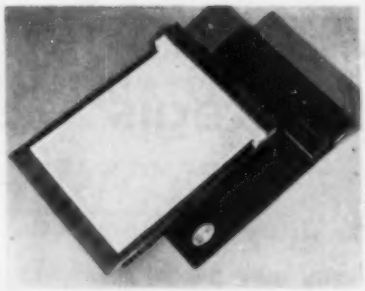


No. 1 in the NATION in SUNDAY METRO SATURATION

Home of the New Norfolk and Western Railway

THE ROANOKE TIMES
The Roanoke World-News

National Representatives SAWYER · FERGUSON · WALKER CO.



INNOVATION in a $700-million-a-year market, is this Nifty notebook — St. Regis Paper's first consumer product.

this year, St. Regis' sales were entirely in industrial and commercial markets.

To promote its new consumer products, St. Regis has just invested half a million dollars in a 3-week back-to-school drive. The campaign, probably the largest ever in the school supplies field, was built around a program of saturation spot-TV advertising in more than 140 markets in the U.S., including Hawaii. The campaign is rounded out with ads in magazines, newspapers, and business publications.

► St. Regis' brand new product will probably grab a large share of the school supplies market. This will prove particularly true if the results of Nifty's previous campaigns in test markets can be repeated on a national scale.

Three years ago the Nifty "space saver binder" was test-marketed in six southern cities, starting with teacher sampling, school acceptance, TV spot commercials, and P-O-P material. The initial budget was close to $7,000, and 28% of the students bought the Nifty notebook.

In 1958 the test areas were increased to 28 markets. Better TV spot commercials were used; more samples were distributed to teachers and principals. The budget: $28,000. Share of market: 30% of the students in those 28 markets.

In 1959 the notebook binder was promoted in 78 cities, with overlapping TV coverage, better displays and new binder colors. On a $170,000-budget, Nifty copped a 35% share of the market in 78 markets.

Now, with a $500,000-program in 143 major markets, coast to coast, St. Regis' Nifty division is shooting to sell ten million of its new notebooks. This is probably just the beginning—both for St. Regis in consumer products, and for consumers who buy St. Regis' new-style notebooks and paper. ◆



Coty

INCREASES SALES WITH AEROSOLS: By packaging L'Aimant fragrance in aerosol form, Coty created a new "spray-mist" product that is outselling the original bottled L'Aimant toilet water 2 to 1!

If your product can be brushed...sprayed...squeezed or poured—it may be more marketable as an aerosol

Does your product meet the requirements above? If it does, there is a good chance aerosol packaging can create the sales magic it has for Coty and many other personal- and home-product manufacturers.

Convenience is the secret behind the success of aerosols. It's the neatest, handiest, quickest way to apply a product—and the buying public is well aware of these advantages. In the cologne field alone, aerosols have 51% of the market and are increasing their share by 20% annually!

Get the complete story. It's easy to have your product tested by a custom filler—no need for your own loading line. Let Du Pont send you technical data and a list of aerosol loaders. It's a service offered without obligation by Du Pont, manufacturer of time-proved "Freon" propellents for aerosols.

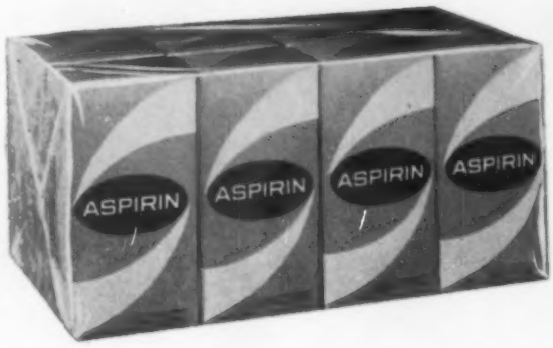
Free booklet "Package for Profit" contains information on how you can enter this field without major capital investment...includes marketing and technical data. Write: E. I. du Pont de Nemours & Co. (Inc.), "Freon" Products Division, N-2420, Dept. 579 Wilmington 98, Delaware.

Best-selling aerosols are powered with

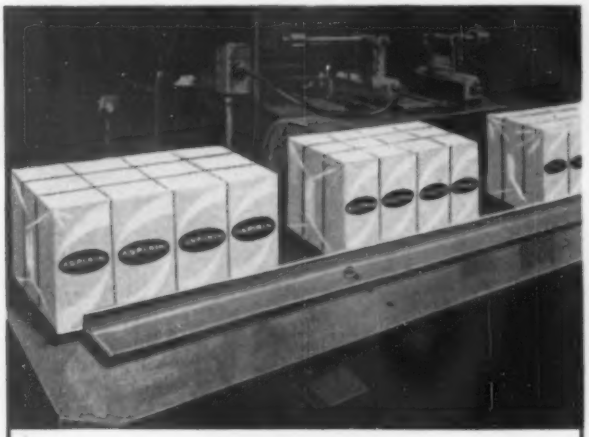
FREON®
PROPELLENTS

DU PONT
REG. U.S. PAT. OFF.

BETTER THINGS FOR BETTER LIVING . . . THROUGH CHEMISTRY

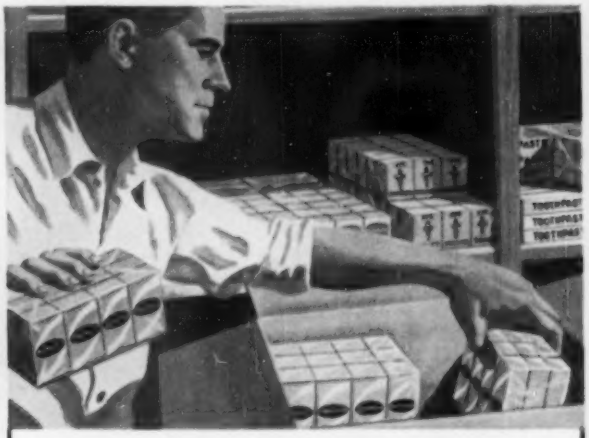


Bundle your AVISCO®



to save money

Manufacturers of products as varied as drugs, cigars, cosmetics, candy, razor blades and camera film are saving money by bundling with Avisco cellophane. It eliminates the need for printed or labeled boxes and paper overwraps; operates more efficiently on wrapping machines; seals quickly and securely with heat, thus ending the gluing operation. Cellophane offers new packaging flexibility over boxes because bundle sizes can be changed simply by adjusting the machines. It also reduces shipping carton sizes, shipping weights, and warehouse space needed to store packaging materials.



to help your distributors

Any distributor who ships products to retail outlets recognizes bundling as a source of operational savings. But his savings are even greater when Avisco cellophane is used for this purpose. Taking inventory and making up orders become easier with bundles in Avisco cellophane. Its pure transparency permits product visibility from the top, bottom and all 4 sides of the bundle. The results are instant identification, faster count and reduced shipping errors. And nothing compares with cellophane for sealing in freshness and protection against dust, dirt and moisture. This means longer shelf life.

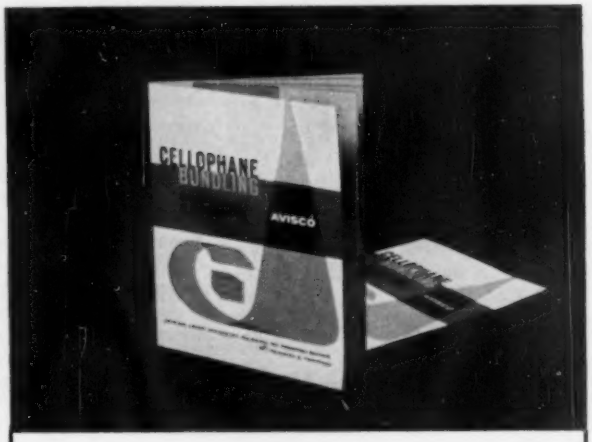
AMERICAN VISCOSE CORPORATION, FILM DIVISION, 1617 PENNSYLVANIA BOULEVARD, PHILADELPHIA 3, PENNSYLVANIA

fraction-of-case units in **CELLOPHANE**



to help your retailers

Retailers benefit in many ways when they receive fraction-of-case units bundled in Avisco cellophane. Bundles of a product can be conveniently stored next to individual packages remaining on the shelf. Retailers can see at a glance how much stock they have and what needs to be ordered. They can use the bundles as shelf displays without unwrapping. Cellophane bundling also facilitates mass displays during special promotions. In some instances it has even helped retailers sell entire bundled quantities to consumers. It also eliminates disposal problems caused by bulky cartons and wraps.



to help yourself

Learn more about this new and better method of redistribution packaging. Send for our booklet, "Cellophane Bundling". Better still, phone or write us for an appointment with our representative in your area or a selected cellophane converter specializing in your field. Our complete packaging service is available to assist you and demonstrate how Avisco cellophane, plain or printed, will answer your requirements better and more economically than any other packaging material.

Look to AVISCO® fibers and packaging films for new ideas

AVISCO

SALES OFFICES ALSO LOCATED IN ATLANTA, BOSTON, CHICAGO, DALLAS, LOS ANGELES AND NEW YORK

They'll Slice Radio

. . . Auto makers and refineries have found it a good medium for catching prospects at their most receptive. . . . Soap companies see it as a tool for lathering up sales. . . . A dog manufacturer discovered housewives are among his best customers.

Marketers are turning to radio to hit key audiences at times and places that other media generally can't reach them. A growing list of companies—big advertisers like Mennen, Cities Service, John Morrell & Company—are devising strategic ad campaigns aimed at a new type of radio listener. Make note of these recent trends in radio:

• There is a significant swing toward corporate spot-radio buys by multi-product advertisers who seek to carve out franchises in which to rotate different product commercials. One leading example is the Ward Baking Co., with its multiplicity of products, which buys between 100 and 200 radio commercials weekly in 70 top markets.

• More advertisers are buying heavy-frequency, around-the-clock, to capitalize on audience turnover. Radio Advertising Bureau reports a major move under way to the 9 a.m.-to-3 p.m. period by packaged goods advertisers interested in reaching the housewife audience. With increased interest in frequency of impression, many of the top agencies today are recommending the 'round-the-clock approach to a number of advertisers who had previously concentrated on the heavy traffic hours.

• The automobile companies are buying radio on a longer-term basis than the usual fall saturation flurries that accompany the new car introductions. And, marketers of both cars and packaged goods are appropriating larger budgets for heavier frequency than they did last fall.

• Food products particularly are more and more interested in dominance of the medium, especially on peak shopping days from midweek through Saturday.

Radio, despite TV's competition, is growing. In the past decade, the number of U.S. radio homes has increased 23%, from 40.2 million in 1949 to 49.5 million in 1960.

Up-to-date 1960 figures show a total of 156,394,000 radio sets distributed this way: home sets—106,007,000; auto radios—40,387,000; sets in public places—10,000,000. This represents a 98% increase in total U.S. radio sets since 1949.

▶ The size and scope of a medium is meaningless to a specific brand advertiser, unless he can be sure that this medium reaches the particular consumer group he seeks to sell. The Mennen Co., for instance, used spot radio to pinpoint a special mass audience.

From mid-July through November 1959, Mennen used radio as the sole advertising medium for five men's products: Mennen Skin Bracer, Spray Deodorant, Speed Stick Deodorant, Foam Shave and Quinsana. Its radio budget for 1959 was in excess of $600,000.

The company used minute and 10-second announcements in a 75-market campaign intended to get as many male impressions as possible. According to William G. Mennen, Jr., v-p marketing: "We were impressed by the fact that male radio listening increased from 50% to 100% during two periods of the day, from 6:00 to 9:00 in the morning, and from 4:00 to 6:00 in the afternoon. By concentrating in these periods, we were able to reach 35% to 40% of the homes in each market during these peak male listening times."

Mennen's creative strategy: Use local disc jockey personalities, whose "fun and enthusiasm rubs off on a product in a gratifying way."

Mennen's campaign had an important impact on its sales force. Says Bill Mennen: "We began to get letters, even telegrams, completely unsolicited, from the sales force when our commercials went on the air. That hadn't happened for a long time. The salesmen were suddenly conscious of Mennen advertising where they'd shown little awareness of it before. It wasn't hard to figure out why—these men do a lot of traveling in cars, the cars have radios. And having a sales force that was individually aware of Mennen advertising support, instead of merely being told about it, was a real morale booster."

Results of the campaign: One of the largest wholesale drug houses in St. Louis reported a 50% increase in Mennen deodorant sales, with a 15% increase in Foam Shave and a 25% increase in Quinsana. Similar reports came from other markets.

▶ The out-of-home radio audience has become not only an important plus to a variety of product advertisers, but in the case of Cities Service, the in-car audience became this gas company's prime target. Today, when there are more than 190,000 service stations in the U.S., the motorist has an overwhelming choice of where to stop to buy his gasoline.

"There is a consideration that can greatly affect the motorist's choice," says Raymond C. Keck, national manager of Cities Service Petroleum, Inc., "namely, his attitude or feeling for the company or brand name."

Cities Service used saturation frequency for maximum impact, and timed the campaign to reach the consumer at the most strategic selling periods. Its budget: $1 million on radio.

In 1959 and 1960, the firm bunched its effort into four principal flights: spring, early summer, later summer and fall, with schedules placed during the heaviest driving periods.

According to Keck: "This radio campaign proved extremely effective—Cities Service dealers reported new customers, increased sales, and, very

Differently this Fall

importantly, a new awareness of Cities Service in their communities. The atmosphere was friendly—all we could ask of a good company image—and resulted in a radio budget increase for 1960."

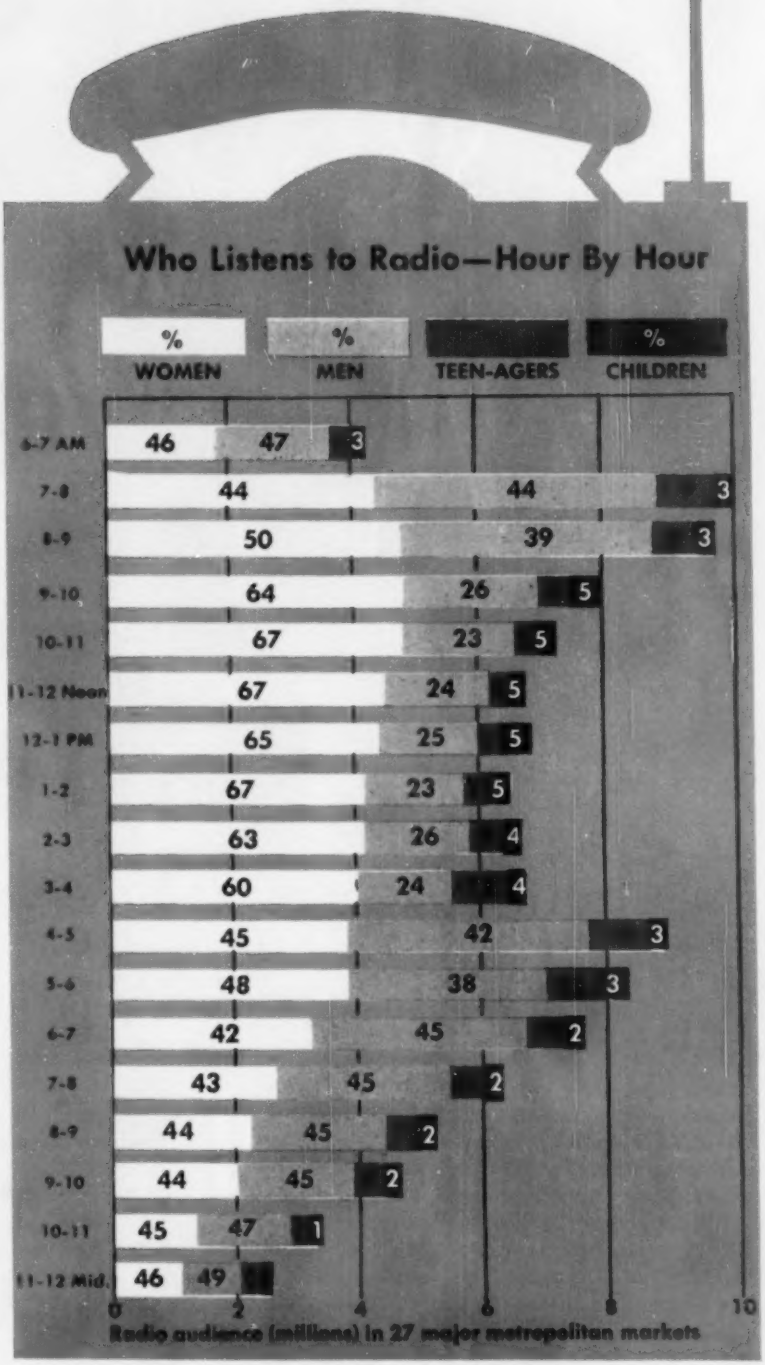
Auto radio sets have more than tripled since 1949, rising from 12.1 million to 40.4 million in 1960. Portable set sales have quadrupled since 1949, from 1,799,000 to 7,687,000 in 1959. Out-of-home listening has been rising sharply over the past eight years: 78.5% of all retail establishments are equipped with one or more radio sets.

▶ Can radio compete with trade promotions? This question frequently occurs to the sales executive who bucks wholesaler and retailer resistance. Our answer to it comes from a company which has relied entirely on "heavy promotional waves" prior to its introduction to radio in 1959.

Red Heart dog food was bucking the competition of up to 15 different brands stocked by the average grocery store. Historically, it had fought this competition entirely through trade promotions.

In 1959, John Morrell & Co., makers of Red Heart, studied its problems. A comprehensive research project confirmed that housewives are the most important dog food buyers. The company's solution was a new advertising and marketing program, using radio to target in on local sales areas and pinpoint the consumer audience. The company apportioned $560,000 for this effort, scheduled a continuous week-in and week-out effort in daytime radio to reach women close to the time for their actual shopping trips.

Results of this switch from trade promotions to a radio ad budget: Returns from the 80 radio markets show gains twice that of the non-radio markets. ◆



This one man . . .



How **both** *can make your 1961 advertising more resultful*

This one man . . . the purchasing agent . . . makes more decisions on what is bought from whom than any other individual in industry.

His importance in the company is unquestioned. He alone decides what share of the pie you and your competitors get.

Today his need for "how to" information and product news is more critical than ever before, because of the current net profit squeeze. Management depends on his ability to find new ways to cut costs without impairing production flow or product quality.

This one magazine . . . PURCHASING . . . is the P.A.'s most trusted and respected source of *helpful* information. Every other week it feeds him a *complete* editorial diet of product, economic and professional news; authoritative articles on purchasing techniques, legal problems, supplier relations, value analysis, personal news,

This one magazine . . .



BONUS FOR 1961 ADVERTISERS: Over 3000 extra circulation in the important metalworking industries at no added cost!

and cost reduction. And the P.A. needs *all* this information to do his job right.

By all standards, PURCHASING Magazine is the leading publication in its field . . . just as it has been for 43 years. Unquestionably this is the one magazine that will balance your 1961 advertising schedule. Cover all the men who specify, suggest, recommend or request . . . and be sure to sell the man who buys . . . with a regular schedule in PURCHASING Magazine.

PURCHASING
MAGAZINE
Sells the men who buys DEP DIR
205 East 42nd St., New York 17, N.Y.
A Conover-Mast publication

COAST-TO-COAST, BORDER-TO-BORDER VIA DEPENDABLE UNITED AIR FREIGHT

A single phone call to United Air Lines gives you fast, dependable Air Freight throughout the U.S.A. or most anywhere in the world—on a single air bill, with one-carrier responsibility. United's unique Reserved Air Freight enables you to reserve freight space as you would a passenger seat . . . on the flight most convenient for you. And this service is available on a fleet of fast Cargoliners and all United Mainliners, including 600-mph jets. You have a wide selection of schedules and a choice of door-to-door or airport-to-airport service. Call your local United Air Lines Sales Office or write to United Air Lines, Cargo Sales Division, 36 S. Wabash Avenue, Chicago 3, Illinois.

UNITED AIR LINES



BUILDING IMAGES

costly business for new products

ALL MARKETING-MINDED EXECUTIVES recognize the need for continually meeting aggressive competition with new products. The strain of rising costs of establishing these products in the market place is the cause of new emphasis on further broadening and intensifying product-line identity and corporate image or "umbrella."

Several major corporate aggregates, with thousands of products in consumer and industrial fields, are spending large sums of money to redesign, simplify and codify, from corporate logo to shipping container label. They know it's cheaper in the long run, and results in improved advertising and sales promotion, as well as easier product introduction.

. . . at least two giant national corporations will announce their adoption of new logos and simplified company name this fall. One, with several divisions in packaging materials, advocates strong marketing direction to its customers for all packaging, from bulk container to shipping container to shelf-display and end-use package.

new face, same high standards



. . . **The 105-year-old Richardson & Robbins Co.** line of specialty canned foods will soon present a new look in its famous boned chicken, chicken broth and plum pudding as it scratches out new national markets. The inventor of the tapered tin can will retain a simplified "R&R," but will otherwise present a cleaned up and wholly modern look on its new labels when it hits the self-selection shelves of the nation's supers.

Acquired last October by the **Wm. Underwood Co.,** America's oldest canner, the R&R line was immediately scheduled for new expansion and redesign. While the new labels have been completely renovated, they still manage to convey the old R&R identity, strong product-line identity, and the old familiar feeling of high quality known to generations of East Coast shoppers. The R&R line stands as an example of successful transition from yesterday's unplanned approach to marketing products to today's marketing-oriented packaging and design.

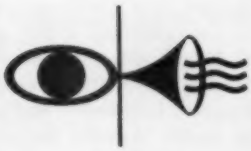
a labeling system for 3,000 products

. . . **Allied Chemical's National Aniline Division** has announced a new labeling system for all its more than 3,000 products. Formerly, the division supplied dyes, colors and stains to various industries, but now the diversified division produces detergents, resin chemicals, antioxidants, to name a few. This wide diversification of products has made a unified labeling system a must, says National Aniline.

Distinctive color bands have been assigned to each group of the division's major product lines. Each label carries five horizontal bands. The Allied Chemical logo appears in red inside a white frame at the top of each label. Other brands carry division trade-mark, division and corporate names, and description and name of product.

8 MM WITH SOUND

high standards in top $ market



A PRODUCT AS REVOLUTIONARY as an 8 mm home movie camera that can record sound as well as pictures still required a lot of hard marketing know-how to make a no-mistake entry into solid sales. This was especially so for **Fairchild Camera Instrument Corp.,** manufacturers of the Cinephonic Eight, a company well known in industrial optics but virtually unknown in consumer cameras.

A strong graphic symbol was designed, by Erhman & Reiner, that would reflect the camera's unique ability and the company's reputation for high technical standards. The symbol—a simplified human eye and microphone—appears on all packaging and retail displays. The designers also provided an eye-catching, self-shading screen of stiff cardboard that permits counter-top demonstrations in stores.

(continued)

FIRST ISSUE
SEPTEMBER 26, 1960



in Westchester
the new view is important

WESTCHESTER'S MORNING NEWSPAPER
DAILY TRADER
55 Church St., White Plains, N. Y.

REPRESENTED NATIONALLY BY
RALPH R. MULLIGAN
NEW YORK-CHICAGO-DETROIT-LOS ANGELES

If your products are sold through retail food stores—

WATCH YOUR MAIL FOR THIS BOOK!



This 24-page book describes ACB services that help you in the control and better use of retail food store promotions. Discusses all 3 types of co-op advertising plans and non-plan as well.

This book mailed Sept. 15 to all names on our lists. If we have missed you (or you think we might) send postcard and we will mail a copy immediately.

Advertising Checking Bureau,
18 S. Michigan Ave., Chicago 3.

Distribution began in May 1960 on a limited basis, through key outlets for the first few months. In New York, Macy's still has an exclusive, but wider distribution is expected as production increases. Selling price of the camera and the sound projector is about $500.

ALUMINUM

. . . no grass in its markets

ONE OF THE FASTEST GROWING MATERIALS in packaging provides a vivid example of how close cooperation between a material supplier and a product marketer can produce new uses and broader markets as well as product distinction for the marketer.

. . . **The aluminum foil beer carton moves west.** The carton that Reynolds Metals originally designed for Piel Brothers, of Brooklyn, N. Y., is now entering western markets with the announcement that Sicks' Ranier Brewing Co., of Seattle, will use the foil carton that keeps beer cold for hours after leaving the refrigerator.

Reynolds predicts that nearly all the 1961 lemonade concentrate packed will be in aluminum cans. And, more than half of California's huge tuna, salmon and shellfish output will be canned in aluminum. Significant freight savings are possible with aluminum, says Reynolds, and tinplate holds no price advantages over aluminum for such West Coast products as lemonade concentrate, tuna, salmon and shellfish.

. . . **Tear-off can tops for aluminum cans,** recently developed by **Alcoa** and **United Shoe Machinery Corp.,** promises to eliminate the can opener as well as give the old tin can another competitive kick. The new top is now being market tested by **Minute Maid** for frozen orange juice cans. **U.S. Steel** is hitting back with it new lightweight, low-cost Ferrolite. The new "tin," which is only half as thick as current tin can material, will actually hit commercial markets first.

COUNTER TREND

pin-point marketing vs. "umbrella"

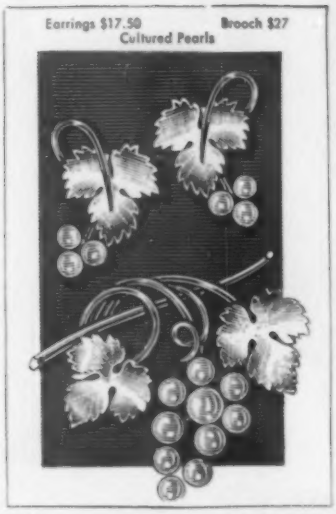
EVERY TREND HAS ITS COUNTER TREND . . . while the broad corporate and product-line approach is a sensible and widespread marketing practice in packaging products, there is also an equally sensible pin-pointed marketing approach. Sometimes the relative importance of each has to be balanced carefully.

Millions will recall **Necco Wafers** from childhood, but relatively few know that Necco now produces a full and complete line of quality candy. Faced with these market facts, as the company began full-line distribution through super markets, Necco and its designers (Lippincott & Margulies) decided to pin-point the market segment for each candy line through market research, and then design packages with the exact market segment in mind. The relative importance of the product name and the corporate name

REQUISITIONED

Requisitioned... recommended... approved... specified... called local office. These are buying actions which typically result from buyers' use of manufacturers' catalogs in Sweet's Files. 26,000 buyers' responses to more than 80 studies clearly document the significant role of catalogs in increasing selling opportunities for manufacturers who employ Sweet's system. Your Sweet's Representative will gladly review the results of these studies with you. Call him or write to Sweet's Catalog Service, Div. of F. W. Dodge Corp., 119 W. 40th St., New York 18.





A GIFT THAT WILL BE LONG REMEMBERED

If you wish to send gifts that your most valued business friends will always treasure, consider fine jewelry by Krementz.

Krementz Jewelry is made with a heavy overlay of 14Kt. gold that is 30 to 40 times thicker than that used on ordinary electroplated jewelry, so that it has all of the warm beauty and much of the wearing quality of solid gold.

People know and appreciate these distinctive Krementz qualities through 50 years of national advertising.

The new Krementz catalog shows hundreds of exquisite new designs for both ladies and men . . . why not write for it? The prices listed are the advertised retail.

For substantial large quantity discounts contact your local jeweler or write directly to

KREMENTZ & CO., NEWARK 1, N. J.

Krementz

14 KT. GOLD OVERLAY



Cuff Links $10 Tie Grip $6.50

would then be designed into the package that would do the best selling job and the best job of building the corporate image in each market segment.

NEW PACKAGES

new use for cellophane

OVERWRAPPING OF EGG CARTONS IN CELLOPHANE . . . **American Viscose Corp.** reports that laboratory tests show that such overwrapping keeps eggs fresh seven times longer. Merchandising of the cellophane-wrapped cartons of eggs in Texas has resulted in sales increases from 12 to 50% in Gulf Coast chain stores. If the tests are successful, the new use of cellophane would result in sales of millions of pounds of it in the next two years.

double-wall plastic jars

A Rexall Drug & Chemical Co. division, **Imco Container Corp.,** has developed a double-walled jar for packaging cream products. The jar is made of linear polyethylene and polypropylene in two walls which seal a protective shield of air between inner and outer wall. The new jar offers extra eye appeal and reduced breakage for manufacturers. It can be molded to match the dimensions of flint or opal jars, yet is much lighter than either. It is available in any color or shade, and decorated by the hot stamp process.

sterile milk without cooling

Lower packaging and distribution costs as well as prolonged shelf life are interests uppermost in the minds of the nation's food suppliers. An aseptic container called Tetra-Pak, developed by **Crown Zellerbach Corp.,** promises sterile packaging of milk without refrigeration.

Real-Fresh Milk, Inc., of Visalia, Cal., is using the Tetra-Pak for storing milk under extended periods, free from the danger of spoilage or contamination as long as the package remains undamaged during distribution. After opening, the milk must be refrigerated.

Crown Zellerbach produces the special 3-ply (paper, aluminum foil, and polyethylene coating) package that is leak-proof, odorless, and gas-tight under normal conditions.

NEW MATERIALS IN PACKAGING

new polyethylene—strong, clear

DU PONT COMPANY'S FILM DEPARTMENT has introduced a new type polyethylene packaging film which combines the transparency of "high clarity" types with the strength of more durable types. Designed specifically for bag making, in tests, the new material withstood 25% more drops than existing high-impact films of the same thickness, and 150% more drops than high-clarity films. The film is being marketed currently for use on bag-making and make-and-fill equipment only.

McGraw-Hill

MARKET/SERVICE *News Letter*

September, 1960

Here are the latest booklets, folders, research studies and films available through your McGraw-Hill representative. They represent only a small part of the helpful market data that is regularly available to advertisers and their agencies—the result of our annual investment of over $800,000 in research and market studies.

How To Mechanize Your Selling—How big *is* the industrial salesman's job? Who does he see? How does he spend his time? Here are many documented answers to why costs of sales calls are rising, and what your business publication advertising can do to increase the salesman's efficiency.



Keys To Prosperity presents, in chart form, data based on the Economic Department's annual surveys of Business' Plans for New Plants and Equipment. This booklet contains capital expenditures 1947-1963, research and development expenditures 1953-1963, and a whole series of other data relating to investment.

How To Cut Your Reading Time—Published in collaboration with the Reading Laboratory, Inc. as part of McGraw-Hill's Reading Encouragement Program. This is a self-help guide through which you may materially increase your reading speed and double your comprehension.

Leading Sales Executives Report—In their own words, 20 top sales executives describe the results they have achieved through consistent business publication advertising.

How Business Publication Advertising Increases Company And Product Recognition—A summary of Laboratory of Advertising Performance case histories which shows the correlation existing between advertising recognition and sales.

How To Handle Your Advertising Inquiries—Evaluates the sales role of inquiries in industrial advertising; describes effective inquiry handling systems; gives hints on inquiry-producing copy and art approaches.

America's Manufacturing Plants—A New Workbook—This 118-page statistical report, based on McGraw-Hill's continuing Census of Manufacturing Plants, is an invaluable sales tool and guide for marketing executives. Available through your McGraw-Hill representative at $25 a copy.

COMING . . .
36-page McGraw-Hill Guide to Marketing Information



Coming soon . . . a 36-page listing of the latest market studies available to businessmen from each of McGraw-Hill's publications.

Conceived as a helpful guide to sales and advertising planning, it describes the marketing information each magazine offers. Areas covered by these market reports include the following:

Aviation, Business Management, Chemical Process Industries, Educational, Electrical, Electronics, Engineering & Construction, Exports & Imports, Industrial, Industrial Distribution, Industrial & Business Purchasing, Metalworking Production, Mining, Motor Trucks & Accessories, Nucleonics, Office Equipment & Stationery, Petroleum & Oil, Power, Power Plants, Product Design Engineering, Textiles and others.

Ask your McGraw-Hill representative for this 36-page guide to our latest marketing information.

CONTINUED

The Mathematics of Selling—Compiled from various industry sources, this study shows why the cost of personal calls is rising so rapidly, and how business publication advertising can help the salesman. Available as desk top presentation for use with your management, or in a printed folder.



REGIONAL OFFICES

Atlanta 9, Ga.
1365 Peachtree Street, N. E.
TRinity 5-0523

Boston 16, Mass.
McGraw-Hill Building
COngress 2-1160

Chicago 11, Ill.
McGraw-Hill Building
MOhawk 4-5800

Cleveland 13, Ohio
Illuminating Building
SUperior 1-7000

Dallas 1, Texas
Vaughn Building
RIverside 7-5117

Denver 2, Colo.
Tower Building
ALpine 5-2981

Detroit 26, Michigan
Penobscot Building
WOodward 2-1793

Houston 25, Texas
Prudential Building
JAckson 6-1281

Los Angeles 17, Calif.
1125 West 6th Street
HUntley 2-5450

Minneapolis 2, Minn.
First National Bank Building
FEderal 2-7425

New York 36, N. Y.
500 Fifth Avenue
OXford 5-5959

Philadelphia 3, Pa.
Six Penn Center Plaza
LOcust 8-4330

Pittsburgh 22, Pa.
4 Gateway Center
EXpress 1-1314

St. Louis 8, Mo.
Continental Building
JEfferson 5-4867

San Francisco 4, Calif.
68 Post Street
DOuglas 2-4600

Tulsa 3, Okla.
Enterprise Building
LUther 7-5594

Frankfurt/Main, Germany
85, Westendstrasse

Geneva, Switzerland
2, Place du Port

London, E.C. 4, England
95 Farringdon Street

RESEARCH REPORTS

These Laboratory of Advertising Performance data sheets prepared by the McGraw-Hill Research Department have been released recently. Please order by number.

LAP 0003.3—Check chart for L.A.P. data.
LAP 1096—Results from illustrated check list and open end magazine readership surveys.
LAP 1222—Men having different jobs read about the same number of ads.
LAP 2011—One-page inserts and run-of-book page ads equally well read.
LAP 3028—Higher noting of four-color over black-and-white tops added cost.
LAP 3107—Readership of each page of a spread exceeds that of a single page ad.
LAP 3201—How advertiser and product in headline affect readership.
LAP 3205—How headline appearance affects readership.
LAP 3220.1—Basic copy themes.
LAP 3220.2—Objectives of industrial and business advertising programs.
LAP 3221.1—Factors of greatest importance in selling products.
LAP 3221.2—Helpfulness of various sales aids.
LAP 3232.2—Readership of case history advertisements.
LAP 8007—Average allocations in industrial advertising budgets.
LAP 8008.3—Per cent of industrial sales invested in industrial advertising 1959.
LAP 8010—Magazines and salesmen most frequently mentioned sources of new ideas and products.

FILMS AND FILM STRIPS

(*For a preview, contact your McGraw-Hill representative.*)

Cable Address: McGRAW-HILL New York—This brand-new color film strip takes you around the world in 12 minutes, shows the tremendous daily changes that can be significant to U. S. businessmen. See the vast network of McGraw-Hill business journalists in action, and how they track down important stories.



Information Plus—A color sound slide film to show how McGraw-Hill can help advertisers and agencies solve marketing and selling problems. It summarizes a few of the many aids such as sales and market data, research surveys, economic reports and printed material available from McGraw-Hill sales representatives. Time: 9 minutes.

Smitty Steps Up—A bright, animated, 16mm color movie spotlights the problems of an industrial salesman. Designed for use at sales meetings. Conclusion gives facts that validate the need for adequate advertising to support salesmen. Time: 12 minutes.



Research—At Your Service—The story of research at McGraw-Hill is told in this color sound slide film. It shows the important part research plays in all the facets of business-paper publishing, and also how it can be used to check advertising effectiveness. Time: 11½ minutes.

Ask your McGraw-Hill Representative for copies of this material . . .

Lighting Up The Blind Spot In Sales Forecasting

By using a new method of sales controls, Carolina Mills will now be able to predict short-range sales and profits more accurately than ever before. The system cuts paperwork and red tape for company marketing execs as well as salesmen.

Is there a blind spot in your sales forecasting?

Most marketing executives admit there is.

They find, of course, that their normal sales controls give a good picture of last week's or last month's sales and orders. Furthermore, their marketing researchers and economists can be counted on for reliable predictions of the long-range trend.

But the big blind spot is short-term sales. What's the outlook for sales next week, and the next couple of months? Reliable answers to these questions are vital to the sales exec—yet he seldom has the tools for getting them.

Most sales executives, by instinct, can often forecast short-term sales accurately. Generally they predict trends, but they can't measure them. It is one thing to sense the trend—but the chief marketing exec must know the extent of the trend before he can make important decisions. If he only had a system to shed a little more light on this blind spot in sales forecasting, he could probably make more accurate decisions affecting company sales and profits.

► This problem is being solved to a considerable extent at Carolina Mills, Inc., Maiden, N. C., and several other major producers of textile fibers, yarns and fabrics. These companies are now able to forecast short-range sales more accurately by using a new system of sales controls (developed by Werner Associates, New York management consultants).

This system of sales controls is designed to give sales and marketing managers a definite warning of changes in the characteristics of product sales that would affect the company's next quarterly financial statement.

For several years price competition has been intense in the fabric, yarn and fiber industries. In this tough marketing situation, these companies need a coordinated system of sales controls as a basis not only for forecasting a turn in sales but also for indicating the magnitude of the turn.

In many cases the sales exec senses a change in sales upon the horizon—but he isn't able to calculate the amount of selling effort necessary to avert it, or to take full advantage of it. By anticipating the magnitude of a turn in sales, he would be in a position to evaluate properly the size of the corrective action to be taken.

Carolina Mills' new system of sales controls "can effectively illuminate this blind spot in sales forecasting," says Leonard Moretz, the company's treasurer and general manager. The system, developed as part of sales control programs by a Werner Associates team headed by Daniel L. Brier, is less involved than would be expected. It has even reduced report making and cut red tape for marketing executives as well as salesmen.

► **The approach:** Prior to the introduction of the new system, the sales reports provided such information as total sales by industry, total sales by district, total sales by customer, and total orders on hand. Most sales reports presented information related to just one subject, such as customer,

(continued on page 130)

FORECAST COMPARISON

☐ Pounds ☐ Dollars ☐ Profit Points

Date: August 31, 1960

Distribution
Sales Managers
General Sales Manager
Product Sales Managers
Marketing Managers

Customer's Name; Products Forecast To be Purchased	Year Goal	Year to Date Goal	Year to Date Shipments	On Order Sept.	Goal Sept.	On Order Oct.	Goal Oct.
Luv Company							
Yarn A	260	150	120	30	30	10	40
Yarn B	360	260	300	40	25	25	20
Fabric A	600	450	350	60	50	20	70
Fabric B	200	160	120	15	20	15	20
Fabric X	120	80	70	20	30	30	40
Higg Company							
Yarn A	240	140	120	20	30	10	20
Yarn B	480	400	350	10	25	5	20
Yarn C	700	400	420	90	100	40	80
Yarn D	130	60	100	20	20	15	20
May Company							
Fabric A	400	280	200	20	40	5	25
Fabric C	340	200	100	30	30	20	40
Fabric D	500	300	200	10	40	10	50
Ott Company							
Fabric A	460	350	400	30	30	15	20
Fabric B	250	200	140	10	20	10	10
Fabric D	750	500	600	40	50	30	60
Fabric X	800	420	400	65	100	25	100

FORECAST COMPARISON lists each customer with the products he is expected to purchase. It compares year-to-date purchases with the forecast year-to-date goal.

How to Stratify Sales Control Reports

REPORT	FREQUENCY	DISTRIBUTION
Customer Lists for Salesmen	Annually	Salesmen District Sales Manager General Sales Manager
Customer Lists by District	Annually	District Sales Manager General Sales Manager Product Sales Managers Marketing Managers
Weekly Inventory Position (units)	Weekly	Sales Coordinator District Sales Managers General Sales Manager Product Sales Managers Marketing Managers
Salesmen's Call Summary	Weekly	Salesmen District Sales Manager General Sales Manager
Delinquent Orders (units)	Weekly	Salesmen District Sales Managers General Sales Managers Product Sales Managers Marketing Managers
Forecast Comparison (units, dollars, and profit points)	Monthly	District Sales Managers General Sales Manager Product Sales Managers Market Managers
Shipments by Denier Customer (units)	Monthly	District Sales Managers General Sales Manager Product Sales Managers Marketing Managers
Sales Order Size Analysis (number and percent)	Monthly	District Sales Managers General Sales Manager Product Sales Managers Marketing Managers
Sales Analysis by Salesmen (units and dollars)	Monthly	District Sales Managers General Sales Manager
Sales Analysis by District (units and dollars)	Monthly	District Sales Managers General Sales Manager Vice President for Marketing
Sales Analysis by Product (units and dollars)	Monthly	General Sales Manager Product Sales Managers Marketing Managers Vice President for Marketing
Profitability Analysis by Salesmen	Monthly	District Sales Managers General Sales Manager
Profitability Analysis by District and Product (profit points)	Monthly	District Sales Managers General Sales Manager Product Sales Managers Marketing Managers Vice President for Marketing

district, product line, or industry. On the other hand, marketing research provided long-range, industry-wide product volume and economic forecasts.

Thus, a company could find, for instance, that total sales volume could be down 3% for the first seven months of a given year, while marketing research had predicted that industry sales should rise 6% over the corresponding period of the previous year. The conclusion could be that sales were not keeping up with the industry and that the sales effort would have to be greatly reinforced to remedy the situation. While there might be indications that other factors were possibly at work—as seen from salesmen's call reports and market reports—they could not be directly correlated with the sales statistics to pinpoint the exact problem and its importance.

The new system cross-tabulates and integrates the information normally found in sales control reports and market research reports to (1) pinpoint the exact problem area, (2) measure its relative importance, and (3) lead the sales exec toward the decision that will help correct it.

▶ For example, a "forecast comparison report" lists each customer with the products that he is expected to purchase. This report compares year-to-date purchases with the forecast year-to-date goal and with the year goal. The forecast goal for the current period, the "on-order" for the current period, the following-period goal, and the following-period on-order are shown (in dollars, in pounds, and in profit points).

While this comparative forecast must be examined with other reports to reveal the total picture, it can point out several things by itself. For example, Carolina Mills may find that the on-order/goal position is up 200% for the next two months. This will completely alter the annual picture. Based on the current direction of the sales effort, no change is necessary to meet the company goal. Whereas previously the company would have been in a blind spot, guessing what remedial action to take, its management now knows that there was only a delay in the anticipated sales development, and that this will most probably straighten itself out within the coming 8-week period.

This does not mean that by the previous system it would not have been possible eventually to arrive at the same finding, but it would have required a great deal of complicated statistical analysis. Carolina's new system, however, is geared to reveal,

Of the top ten markets in the U.S., nine are cities but one is a state! Iowa, with a population of 2,747,300 ranks after New York, Chicago, Philadelphia, Detroit, Los Angeles and Boston. The unique circulation of the Des Moines Register and Tribune puts Iowa in the top ten — it reaches nearly 70% of the whole state!

almost immediately, the true picture, indicate trouble spots, and allow for improved short-range projections.

► **Fact gathering:** As each company has its own perculiarities and problems, any system of sales controls must be designed to fit the exacting marketing structure of a particular firm.

Carolina Mills, which sells over 1,000 different items, must gather facts regarding the method of packaging, the type of yarn or fabric manufactured, and the many other elements which complicate the product picture. Carolina's new sales control system utilizes standard names for the reports, but that's all that is standard. They are designed to operate quite differently than if the company were manufacturing some other product.

The system includes such reports as salesmen's call summary, delinquent order report, shipments by customer and product. Each report is designed, if at all possible, to fit on a single sheet so that a cursory look can spot an unusual situation.

These are only physical differences; the real difference lies in the information that is provided and the method in which it is presented. For instance, until the new system is introduced, companies usually have such information available as sales by district, sales by salesmen, total number of orders by salesmen—either in market research reports, weekly marketing newsletters, or special memos. Other information, such as product goals by customer, by salesmen, by type of customer, are not always available.

Now all this information can be found in the "sales-analysis-by-salesmen" report and the "salesmen's-analysis-by-district" report—giving at one glance the critical sales correlations.

The "sales-analysis-by-salesmen" (in dollars and pounds) lists on one sheet the variance in sales effectiveness between goal and actual result, by product, for each salesman. This enables comparison of total sales and individual sales with goals, in pounds, dollars, and percentages. This, in turn, will indicate at one glance where and what remedial action is to be instituted.

► **Reduction of paperwork:** When the Carolina salesman jots down the necessary information from a customer in his order book, he provides the marketing staff with all the information needed to fill his order. A secretary completes the order with data at her disposal at the office and sends it in for acceptance by the sales manager. Copies of the acceptance order are distributed to those persons who need the information to prepare the various sales control reports.

Now the wheels begin to turn. A punch-card system is used to set up cards with information about company objectives and goals in great detail. Then various machine runs are made to prepare stratified reports.

One of the fundamentals of the

CAROLINA MILLS

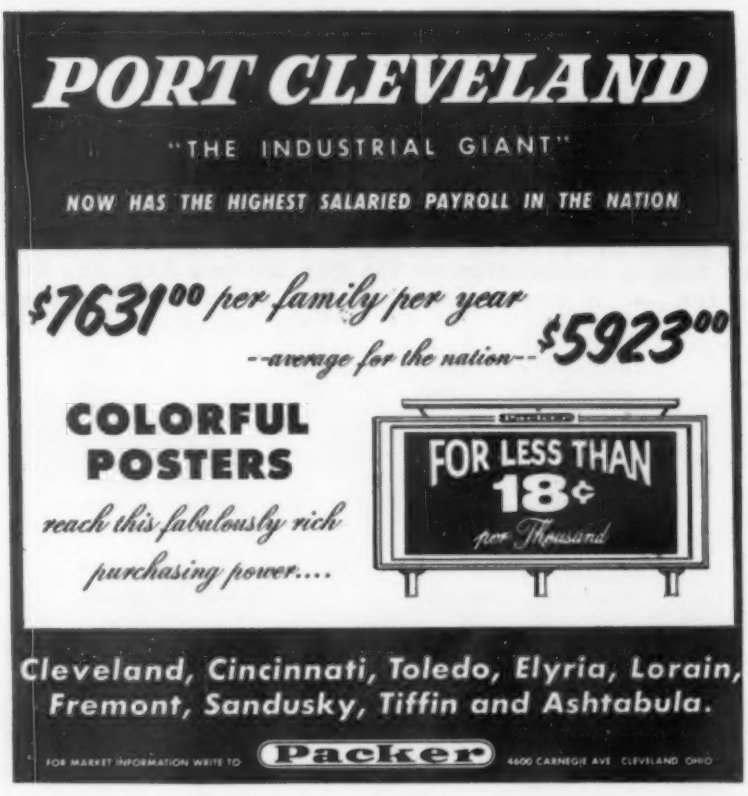
SALES ANALYSIS BY SALESMEN

☐ DOLLARS

Date: August 31, 1960

	SMITH	JAMES
TOTAL SALES EFFORT		
Total Accounts	139	124
Active Accounts	92	75
Inactive Accounts	10	22
Potential Accounts	37	27
SALES EFFECTIVENESS		
Gross Sales	2145	2375
Sales Goal	2065	2300
% Variance	4%	3%
SALES EFFICIENCY		
Average Order Size	49	46
Order/Call Ratio	.44	.45
FABRIC SALES EFFORT		
Fabric A		
Sales	625	750
Sales Goal	575	600
% Variance	9%	25%
Average Order Size	48	60
Order/Call Ratio	.39	.42
Fabric B		
Sales	320	625
Sales Goal	350	400
% Variance	9%	6%
Average Order Size	28	33
Order/Call Ratio	.53	.66
Fabric C		
Sales	480	550
Sales Goal	440	500
% Variance	9%	10%
Average Order Size	51	61
Order/Call Ratio	.47	.37
Fabric D		
Sales	720	650
Sales Goal	700	800
% Variance	3%	19%
Average Order Size	69	66
Order/Call Ratio	.38	.33

SALES ANALYSIS by salesmen shows on one sheet the variance in sales effectiveness between goal and actual result, by product, for each company salesman. Figures in circles are negative, pinpoint sub-par performances.



Sales Planning Specialist Insurance Company	satisfies most of the needs of extended territory and sales force planning . . . could not be duplicated at anywhere near the cost.
Circulation Manager Infant Magazine	outstanding answer to a long-felt need . . . extremely useful sales tool for alert diaper service operators . . . can be used to qualify leads . . . screen mailing lists . . . establish potential and quotas . . .
National Crusade Director Research Fund Raising	should prove valuable in . . . determining a priority for your residential organization . . . analyzing receipts against potential . . . analyzing crusade strength and weaknesses . . . determining potential areas for Special Gifts.
Market Analyst Savings and Loan	useful both in locating new branch offices and in appraising residential areas for lending purposes.

Here is what they are saying about the revolutionary new Sanborn BUYING POWER MAPS

PRODUCED IN COOPERATION WITH MARKET STATISTICS, INC. AND SALES MANAGEMENT, INC.

RESPONSE following introduction in the *Survey of Buying Power* issue in July has more than substantiated the belief of Sanborn Map Company, Inc. and Sales Management, Inc. that this new type of map would have wide appeal.

These quotations are only a few from many letters received from diverse business and industrial organizations as well as developers and planners. And the scope of uses to which they indicate the maps will be put is far greater than even we had originally envisioned!

If you missed the sample map and "introductory story," we will be happy to send you a reprint. No obligation, of course. Simply write:

Dept. SS,
SANBORN MAP COMPANY, INC. \ 629 FIFTH AVENUE • PELHAM, N. Y.



Men you want to reach



Robert S. Macfarlane, President, Northern Pacific Railway Company

"Railway Age... a necessary 'tool' in our business"

Railway executives consider Railway Age "must" reading. As Robert S. Macfarlane says, "...the magazine makes a real contribution to the various departments of the railway in their efforts to perform the best possible transportation services..... We at Northern Pacific regard Railway Age as a necessary 'tool' in our business."

Railway Age is the up-to-the-minute management weekly railroad executives *pay* to read. The business reading custom of Mr. Macfarlane's organization is shared by 96% of the presidents, 97% of the chief operating officers, 87% of the chief purchasing officers in railroading today—the decision makers, those who most influence the purchase of your products.

RAILWAY AGE
THE MANAGEMENT WEEKLY



The Simmons-Boardman Railway Group includes these 4 monthlies, each pinpointed to a different prospect-group within the industry: ● Locomotives and Cars ● Track and Structures ● Signaling and Communications ● Purchases and Stores.

Simmons-Boardman Railway Publications, 30 Church St., New York 7, N. Y.

system is to mechanize as much of the paperwork as possible. The new electronic equipment now available makes it possible to place all salient information on punch cards and then select this information as it fits the needs of each report. The same cards may be used to pull off the information for the forecast comparison, shipments by fabric, or the sales analysis by area. Carolina only wants that information from a card that is needed to point up a specific area of the sales picture.

The sales managers pointedly made one of the requirements of the total system a reduction of the paperwork of the salesmen. When the system is completely integrated into the sales effort, salesmen will be able to do away with many of their customer records. Equally important is a new order form, which reduces the preparation time as well as the handling time.

► **Stratified reporting:** The number of reports going to each sales manager is held to a minimum by a system of stratified reports. That minimum gives him enough of the total picture to do his job properly.

Stratified reporting is built into the system by designing the reports to meet the needs of only those who are to receive them (see accompanying box). The reports are integrated by level of marketing management so that each level receives a complete set designed to meet its specialized needs.

The general philosophy behind these stratified reports can be explained in this way: "To provide detailed data to those who need details, and to provide general information to those who need the over-all picture—and to be sure not to mix the two so as to provide a complex of facts understandable to no one."

For example, a field sales manager must direct his salesmen's day-to-day activities. Therefore he must receive such reports as the salesmen's call summary, shipments by customers in his district, sales analysis by his salesmen, and delinquent orders. But the marketing v-p is interested in the total picture. Therefore, he doesn't need the salesmen's call summary but rather the sales analysis, by district, by product; profitability analysis by customer, by product, and by district.

► **Integrating the reports:** The sales reports must be considered as a custom-made, coordinated system of facts. A sales executive cannot fully evaluate any one piece of his sales information by itself, but only as it is interrelated with others. But, once

In Delaware Valley, the Suburbs account for 65% of Food Sales



—And in Delaware Valley's suburbs, the Daily Inquirer is read by 27% more women than the major evening newspaper.*

So, if you want to sell more where they're buying more—put your advertising in The Inquirer!

*Source: "Philadelphia Newspaper Analysis" by Sindlinger & Company Inc. Highlights available on request.

The Philadelphia Inquirer

Good Mornings begin with The INQUIRER
for 1,433,000 adult daily readers

NEW YORK	CHICAGO	DETROIT	SAN FRANCISCO	LOS ANGELES
ROBERT T. DEVLIN, JR.	EDWARD J. LYNCH	RICHARD I. KRUG	FITZPATRICK ASSOCIATES	FITZPATRICK ASSOCIATES
342 Madison Ave.	20 N. Wacker Drive	Penobscot Bldg.	155 Montgomery St.	3460 Wilshire Boulevard
Murray Hill 2-5638	Andover 3-6270	Woodward 5-7260	Garfield 1-7546	Dunkirk 5-3557

all these factors are visible, the complete picture of what is happening today projects information about tomorrow.

For example, the salesmen's call summary may point out that total calls were 125% of goal. The forecast-comparison-by-salesmen may show that sales were 110% of goal. The average-order-size ratio was 120% of goal. But the order/call ratio was only 80% of goal. On the surface, it may appear that the company had an excellent period—that the future should continue to be rosy, for the salesmen are really hustling. But, if the goals are realistic, it could also be that the company is in pretty bad shape and that the outlook is bleak.

A closer look at sales-by-customer might show that a few customers increased their orders tremendously to meet their peak business in a few select markets, that the salesmen had to hustle to get any business at all from most of the customers, and that, actually, many customers have stopped buying. If the major factors influencing the next 3-to-12-months sales performance are considered fully by a system of sales controls, there would be ample warning of what will occur in the profit picture.

Top marketing executives feel that the greatest value of the new system is "to spotlight the why behind results of the sales effort. . . . It points up the need to ask why and so to determine the appropriate action to be taken."

► **Interpretation of reports:** The buildup of facts, obtained in a quick reading of the reports, is designed so that the sales executive can place an exact value on the trends of sales over the next few months. By forecasting an upcoming change in sales—as well as the probable size of the change—Carolina Mills' marketing execs can be in a better position to make the decisions that will result in optimum sales and profits. ◆

ONLY YOUNG CATHOLIC MESSENGER
blankets the Catholic junior high school market



- **Guaranteed circulation: 900,000 ABC.**
- **Goes into 75% of all Catholic junior high schools.**
- **68% of all Catholic junior high school students subscribe—and multiple use increases this coverage considerably.**

YOUNG CATHOLIC MESSENGER, the oldest English-language periodical published exclusively for junior high school students, has served Catholic youth for 75 years. It is used as a current-affairs weekly in 8,000 schools. It has become a part of the Catholic educational system.

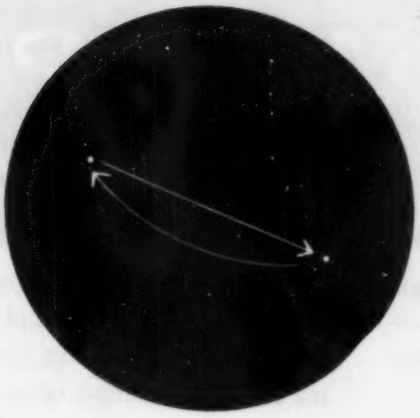
YOUNG CATHOLIC MESSENGER commands an acceptance ordinary magazines cannot hope to achieve. It carries the authority of teacher endorsement. More important, students *want* it and *read* it!

YOUNG CATHOLIC MESSENGER is used regularly by national advertisers to sell the youth market directly, to influence family buying, and to build a corporate image.

Write for Our Comprehensive *YOUTH MARKET SURVEY*

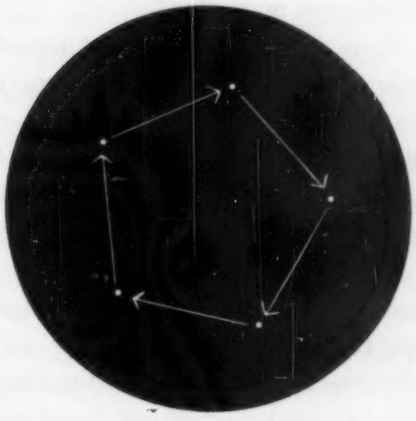
This 52-page survey of YOUNG CATHOLIC MESSENGER readers reports on their hobbies, company and brand preferences, favorite sports and equipment, and the products they and their families buy. Copies of *Youth Market Survey* are available free to manufacturers and their agencies—please request your copy on your firm's letterhead.

YOUNG CATHOLIC MESSENGER
Nelson A. Peabody, Advertising Counsel
276 West 43rd Street
New York 36, New York

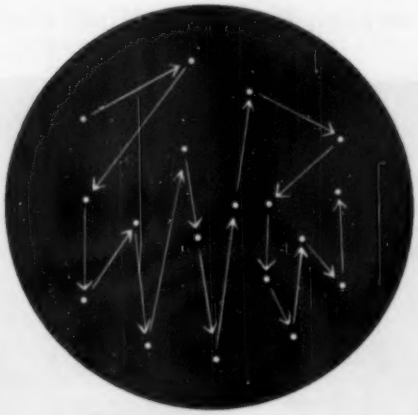


Single Show Displays—North American picks up your display, gets it to the show on time . . . giving your personnel plenty of time to get ready for the crowds. When the show's over, we return it to your plant.

Short Term Series—You give us your schedule . . . we pick up the display and make all time and travel arrangements—storing between shows if necessary—and then return the display to your plant.



Which of these Display Shipping Services will give you lowest cost per exposure?



Long Term Series—We assign driver and van (as many as needed to exclusively handle your display), and pre-arrange all time and travel arrangements. This service is available nationally or internationally.

When you invest in a display—exposure is what you want for the payoff. North American Van Lines has assisted many firms in developing display itineraries, both in the U. S. and abroad. This "mobile merchandising" brings your sales story to your customers when and where your plans require. Just design your display and pick your spots, and North American's display service will give you a new dimension in promotion planning.

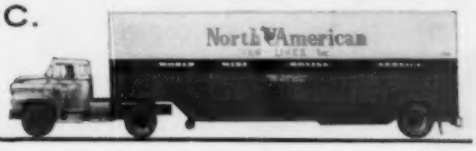
Ask your traffic manager, your local North American agent or write our World Headquarters in Fort Wayne for complete details.

NORTH AMERICAN VAN LINES, INC.

Dept. 24-2, Fort Wayne, Indiana

The Gentle Giant of the Moving Industry

♠♥♦♣ SPONSORS OF "CHAMPIONSHIP BRIDGE" ON ABC-TV



THE 20 MOST DECISIV
SALES EXECUTIVES AS

As you sit down in your chief-of-sales chair to initiate or approve a magazine advertising list, what do you *most want to know* about each magazine?

Your choice may be influenced by the interplay of a number of criteria, including the affect of magazine promotion—especially promotion *relevant to your sales objectives.*

Admittedly, most magazine promotion and sales contact is slanted toward agency and advertising department levels, where media promoters have easy entreé. Much less frequently are magazine sellers and sales executives able to get together face-to-face in a mutual exploration of sales objectives and the sales tool-values of magazines.

In an attempt to conserve the time of both magazine sellers and their sales executive prospects, **Sales Management** has just completed a unique study among typical subscribers, disclosing their consensus of magazine characteristics most helpful in selecting or approving magazines for advertising investment.

Two subscriber panels, one composed of sales executives in industrial product companies and the other consumer oriented, cooperated with **Sales Management** in answering this key question:

"Rank *in order of importance to you* 10 sales points a business magazine (or consumer magazine) might employ to tell its story." Results shown below.

To transmit this consensus to magazine sellers, **Sales Management** sponsored a "Read the Sales Executive's Mind" contest

TABLE I:

CONSUMER MAGAZINES

According to Sales Management subscribers such as these . . .

R. P. Donahue, Gen. Sls. Mgr. Libby, McNeil & Libby	L. F. Lyons, Vice-Pres. New York Life Insurance Co.
R. R. Sills, Sls. Mgr. Corn Products (Best Foods)	R. S. Brown, Jr., Vice-Pres., Sls. Brown-Forman Distillers
T. E. Batey, Vice-Pres., Sls. Johnson & Johnson	S. T. Pruitt, Gen. Sls. Mgr. Ethyl Corp.
H. R. Keith, Dir. Mktg. Serv. International Business Machines	R. H. Gorman, Adv. & Sls. Prom. Mgr. Hotpoint Div., G-E
F. A. Nelson, Gen. Sls. Mgr. Carnation Co.	J. L. Everhart, Sls. Mgr. General Mills, Inc.
John W. Hubbell, Vice-Pres. Simmons Co.	O. K. LeBron, Vice-Pres. Hertz Corp.
Dan J. Olian, Nat'l Sls. Mgr. Revlon, Inc.	K. G. Stolz, Dir. Advg. Brown Shoe Co.

(and many others)

. . . these are the strongest promotion and sales points a consumer magazine can advance—in order of importance

RANK

1. What is its coverage by geographic areas?
2. How do distributors or dealers accept is as a sales builder?
3. Has its growth kept up with other magazines and/or national growth?
4. Cost per page per thousand comparisons?
5. What is its coverage by age groups?
6. What is its coverage by income levels?
7. What merchandising services does it offer?
8. What are the educational levels of its readers?
9. What marketing studies are offered?
10. What is the extent of its pass-on readership?

E QUESTIONS
K ABOUT MAGAZINES

for business and consumer magazine executives and their salesmen. Composite rankings were purposely jumbled, sent to magazine people with the challenge to rerank the points to match the consensus of our subscriber panels. In each division, consumer and industrial, the contestant who came closest to matching the consensus would win an expense-paid trip-for-two fortnight in Haiti, via B-O-A-C. Over 600 entries came in, were judged impartially by the Contest Management Division of Richard Manville Research, Inc., New York City. Grand prize winners, who have been notified of their sales executive mind-reading skills, are:

Consumer magazines:
Frederick M. Hodgdon, representative, *House Beautiful*, Chicago office

Industrial magazines:
Joseph T. McCourt, sales manager, *Purchasing Magazine*, New York City

Serving sales executives, **Sales Management** constantly challenges *all* major media to develop sales techniques and promotion corresponding with interests and informational needs of sales-minded executives. Since advertising is nothing more or less than a sales tool, **Sales Management** is a logical communications liaison between the *users* and the *sellers* of advertising. Our subscriber panels have given magazines a blueprint for more effective selling approach. A similar study —and competition—will be conducted in early 1961 in the broadcast and newspaper fields.

Sales Management
THE MAGAZINE OF MARKETING

TABLE B:

BUSINESS MAGAZINES

According to Sales Management subscribers such as these . . .

W. J. Buckips, Vice-Pres.
Johns-Manville Corp.

B. M. Stevens, Sls. Mgr.
International Business Machines
Electric Typewriter Div.

G. C. Kellerman, Ind. Sls. Mgr.
Socony-Mobil Oil Co.

W. H. Kieffer, Gen. Sls. Mgr.
Cities Co.

J. P. Coughlin, Vice-Pres., Sls.
American Hard Rubber Co.

M. J. Turman, Sls. Mgr.
Babcock & Wilcox Co.
Refractories Div.

Charles H. Slater, Mktg. Mgr.
J. T. Baker Chemical Co.

Matthew Lyon, Gen. Sls. Mgr.
Bruno Corp.

A. F. Woods, Sls. Mgr.
Corning Glass Works

A. L. Gray, Dir. Sls.
Pfaudler-Permutit Co.

J. J. Frey, Vice-Pres., Sls.
Ethyl Corp.

M. Schwartz, Vice-Pres.
Pyramid Instrument Corp.

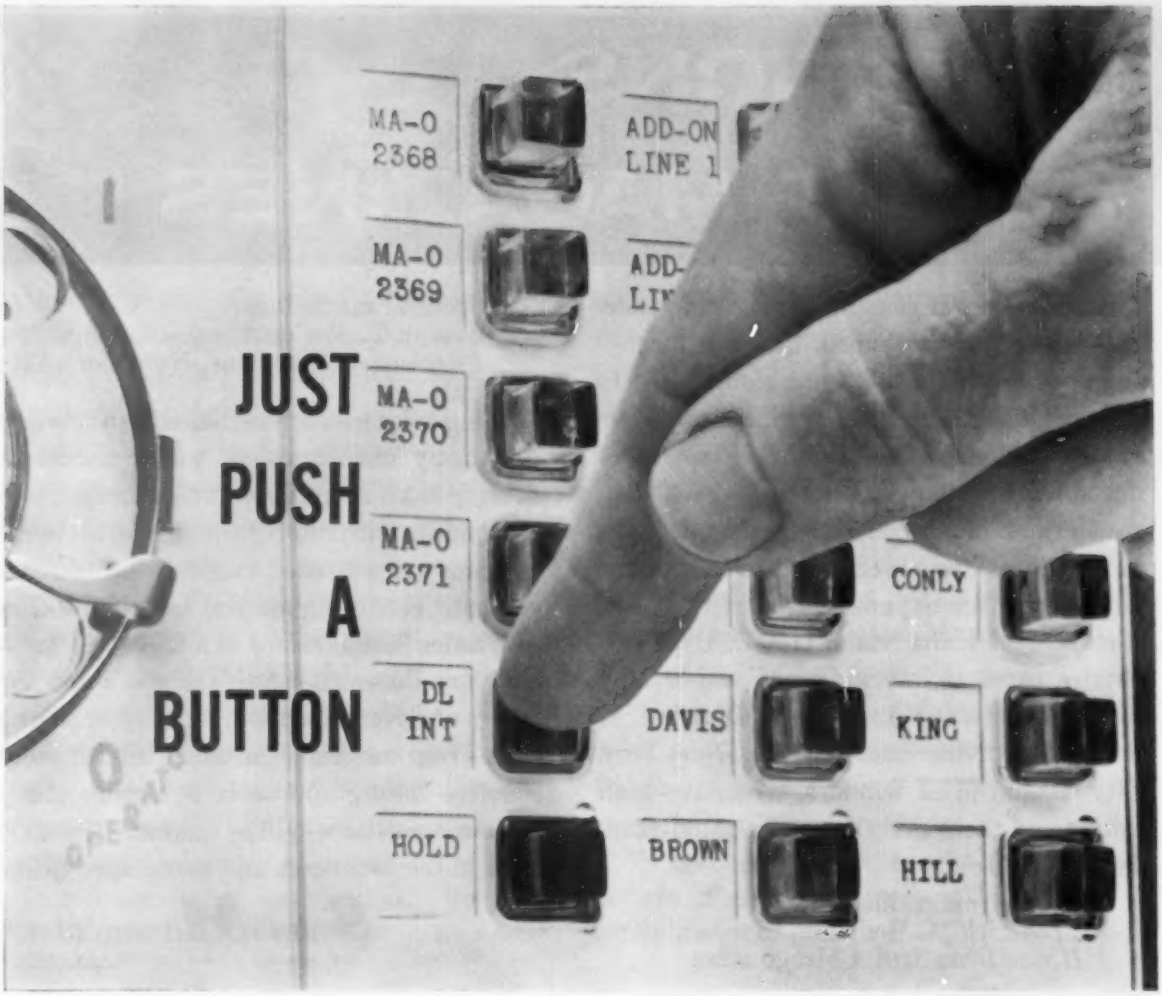
G. F. Burns, Vice-Pres.
Smith-Corona Marchant, Inc.

(and many others)

. . . these are the strongest promotion and sales points a business magazine can advance—in order of importance:

RANK

1. Who are the readers and what do they do?
2. What proof that my customer-prospects really read this publication?
3. How many of its readers would be prospects for me?
4. How large is their market for my product and how well do they cover it?
5. Why is it a better buy than its chief competition?
6. How does it build its circulation and identify its readers?
7. Who are the editors? Their qualifications?
8. What merchandising services are offered?
9. Where is the market located, by geographic areas?
10. What market studies are offered?



. . . and your intercom system is in action!

it's **the CALL director** *telephone*

. . . a real boon to busy businessmen. It puts the people you work with right at your fingertips. No office communications system ever kept you so much "in touch."

You make inter-office calls by merely pushing a button or dialing a number. In case of a busy signal, a special "camp-on" feature automatically connects you when the line is free.

You can hold telephone conferences with up to *six* people. Just push a button. You stay right at your desk . . . save time, steps and trouble . . . and get a lot more work done.

You can add another inside party to an outside call and have a three-way discussion. No need to transfer calls back and forth. You settle things *fast*.

You can pick up calls on as many as 29 outside, extension or intercom lines . . . and *hold* calls on several lines if necessary.

Just one example . . .

The Call Director telephone with Bell System intercom is typical of many new Bell System advances in business communications which could boost operating efficiency and profits for your firm. Get the whole story. Just call your Bell Telephone business office, and a Bell representative will visit you. No obligation, of course.



Available in this 18-button executive model, as well as a 30-button secretarial model . . . in green, gray or beige.

BELL TELEPHONE SYSTEM

A Letter from FTC — for You

Any day now the chief marketing executive of any company could get a letter from the Federal Trade Commission.

The letter would request confidential company information on trade practices—on pricing, discounts, cooperative advertising allowances, on just about anything.

The letter would remind the marketing exec that an early reply is expected—that failure to supply complete answers, under oath, would cost $100 a day for a tardy reply.

This may sound illegal, or unconstitutional, but it isn't. It's written into the original Federal Trade Commission Act (section 6b).

In its 46 years of business, the FTC has never before exercised this power to investigate an entire industry through the mails. Now it has dusted off this powerful little weapon and even tried it out on the giant food industry.

FTC Chairman Earl W. Kintner calls it "a significant addition to the Commission's arsenal of enforcement techniques." He explains that past FTC efforts to remedy widespread violations of the laws have "suffered from a piecemeal approach" because of limited manpower and funds. He points to this new method of sleuthing by mail as a "quick and economical means" of investigating alleged discriminatory practices throughout an entire industry.

▶ Early this year the FTC began its first industry-wide use of this special technique. It blanketed the food industry with questionnaires. Orders to file reports on various trade practices went to 113 suppliers, 211 grocery chains, and 118 fruit packers.

The aim: To determine whether co-operative advertising allowances and brokerage payments were discriminatory. The results, to date: Answers from most of the companies.

The answers triggered a barrage of FTC complaints, particularly charging the fruit packers with making illegal brokerage payments to some of their customers. The number of FTC actions resulting from this single mail-investigation has now topped 50 and is still heading upward.

FTC is pleased with the results: "Quick, inexpensive and efficient investigation of industry-wide practices has been achieved."

The mail-sleuthing technique does have its virtues — all violators within an industry can be dealt with quickly, simultaneously, fairly. But it has a built-in weakness, even a rottenness—for it can be used at the whim of the FTC to conduct fishing expeditions of entire industries. This weapon could be used carelessly, arbitrarily, even unconstitutionally, to invade a marketer's privacy and to harass honest businessmen. ◆

CONSIDER THIS FAMILY in Your Next Ad Budget



This South Bend family is typical of 72,200 other households in the Metro Area that are mighty important to your sales chart. They have more money to spend annually than any other household in Indiana . . . $7,553 to be exact. And while they're big spenders, they also manage to save. Bank deposits are at an all-time high in the city's history.

It's easy to reach this metropolitan group . . . 92% of them read The South Bend Tribune. They and their neighbors in The Tribune's 16-county area of pentration add up to almost a million people with nearly $2 billion to spend. Get into the South Bend market with a Tribune schedule. Write for free 1960 market data book.

The South Bend Tribune

Franklin D. Schurz Editor and Publisher

Story, Brooks & Finley, Inc., National Representative



If *you* seek a *quality* newspaper audience in the wealthy Los Angeles market, consider this fact: a survey of the newspaper preferences among Western executives listed in Dun & Bradstreet, *proved* this newspaper to be first, *by far*, among *all* evening newspapers in Southern California.

SOURCE: 1959 Wall Street Journal Survey

LOS ANGELES EVENING **HERALD-EXPRESS** Largest Evening Paper in the West

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

9 Hot Potato Problems in Mergers

Few mergers take place without some confusion. Fewer still look good to two sets of personnel, stockholders and customers. But if the basic communications and adjustment problems are worked out in advance, headaches can be kept to a minimum.

By HENRY L. McINTYRE
President, Pacific Industries, Inc.
San Francisco, Cal.

Mergers, like marriages, may be contracted in haste, repented at leisure, or lived with in uneasy tolerance. How may the merging of two (or more) companies be accomplished with the least friction and the greatest advantage to all concerned? Above all, how may customers and good will be retained?

As the president of Pacific Industries, a company that has been built by the acquisition of established businesses, I would say without hesitation: by having enough advance information to be able to foresee the problems most likely to arise, facing them at the outset, and solving them as far as is humanly possible before the merger takes place.

The best way to show the practicability of this approach is to examine some of the most frequent problems that may come out of the merging of two companies or the acquiring of one or more by another.

But, first, why do companies merge or acquire? The reasons may be as varied as the mergers, so let us select a few of the outstanding ones. Here is a hypothetical case of a furnace manufacturing company which acquires another furnace company. Why did it do this?

1. Perhaps it was a sectional concern selling only in the East; so it bought a West Coast company to become a nation-wide organization.

2. If both companies have been selling nationally, the first might buy the second (a) to obtain better manufacturing facilities, (b) to gain better or more economical distribution, and (c) to get management from the second company.

The potential problems are greatest where both companies are nationally operating concerns. They then have what would appear to be duplicate marketing effort and personnel. They are confronted with the need to sort out the original two sales or marketing groups, and other duplicated groups of personnel, so as to end up with one optimum group in each case. Thus, I would say, in a merger the single biggest problem is . . .

1. Sorting out the People

Obviously, if you now have an eastern and western division, each with its local staff, no sorting in the strict sense is required. They may serve for most purposes as they did before. But where the functions of the two former organizations are duplicated, as in marketing, sorting will be necessary.

In my opinion the time to solve these people problems is before the merger. It is easier, both psychologically and physically. Costs can be foreseen and evaluated – kept from cropping up later as an unpleasant surprise.

You may wonder: How can we sort out people when we don't know them? How is it possible to decide that my sales manager ought to be assistant to yours or vice versa? . . . That these men must be retained here, moved there, or those eliminated? My answer is: You had better find out. And you can. The techniques may be young, but there are ways of taking an inventory of people.

During the past ten to 15 years

Key Considerations for a Smooth-Running Merger

- When to sort out the people.
- Establishing early which company is the parent.
- Smoothing out a changed work climate.
- Correlating differing work methods.
- What to do about company and brand names.
- Consulting and informing stockholders.
- Preparing information channels for the post-merger company.
- Maintaining an attraction for creative people.
- Keeping your marketing men—and customers—satisfied.

some quite encouraging techniques have been worked out for appraising people.* With professional help available, and the new techniques making possible an understanding of the functional organization of a company as well as the strengths and weaknesses of the individuals comprising it, intelligent sorting out of people before the merger is by no means impossible.

The sorting out is done on the basis of an individual's present function and past record, in combination with a personality evaluation. Planning the sorting before the merger prevents situations, which we have all seen, of mergers two or three years old where the people still don't know where they belong or where they are going.

2. Who Bought Whom?

It is surprising how often the question arises after a merger as to who bought whom. When it does, it can be troublesome and even painful, with more or less overt struggle for power between groups or individuals. This situation can easily occur in the area of sales or marketing, particularly where one organization in a company has been very active and is playing a key role in the merged organization. It is well to understand at the start which is the acquiring company and thus avoid later destructive conflicts.

3. Motivation in a Changed Climate

Mergers can play havoc with motivation of personnel if you are not careful. Two types of merger in which such trouble is especially prevalent are: (1) where two previously competing companies merge, and (2) where a large concern takes over a small one or one which has been closely held. In the first case, the marketing group of Company **A** for years has been out competing with Company **B**, perhaps even knocking its products. Now they are one company, selling both sets of products. Obviously something must be done about re-orienting and motivating the marketing personnel. It is well to decide before the merger what sort of a program is to be formulated.

The second situation may give rise to more difficult problems. In the case of a small concern acquired by a large one, or a privately owned company by a corporation, the key man or men in the acquired organization are no longer working for themselves. While money is an important source of motivation, it is by no means the only one. I like to feel that it is the climate in which a man works that is most important to his motivation. By climate I mean the recognition of his work, stimulation of his interest and initiative.

This particular problem is one with which we have been particularly concerned at Pacific Industries. Most of the companies we now own were closely held family businesses in which the owner ran the show and was responsible to no one but himself. His organization, in turn, was of course a smaller total complex than PI now is and its people were accustomed to direct contact with the owner. Merge such a firm into a large company and the climate changes.

How a propitious climate is to be established in the new situation is difficult to decide. Much depends on the kind of merger, the personalities, the relative sizes of the companies involved. What must be kept in mind is that those people whose climate has been altered will need help.

4. Methods of Doing Business

It is well to face the fact that a merger may be bringing into conflict two or more different methods of doing business. This may be particularly evident and dangerous in the marketing departments if not tackled and solved realistically before trouble can arise. Take, for example, the situation in which one of the merged organizations has a sales staff that has worked on salary, while the other's has been accustomed to commission. Attempting to bring either into the other framework could cause a traumatic situation, even with the use of understanding and finesse. It may turn out best to leave each with its original method of compensation—the East on commission, the West on salary, if the merged companies were so set up.

Another example finds a company that has operated with direct selling merging with one that has used manufacturers' representatives. The question then is which of the two methods to adopt for the entire merged company. Or would you retain both? This is something else that it is well to figure out in detail before the deal is made.

5. Product Identification

What happens to your brand when you merge? To your company name? Do you maintain the brand of the acquired company or impose your own? Or will you start a new brand? We have seen a variety of answers to these questions. Nash and Hudson adopted new brand names (Rambler and Metropolitan) when they merged, and a new company name—American

* For example, the kind of work being done by Dr. Robert N. McMurry. A report on his Management Clinic is published by Simon & Schuster.

Merger Maker

Henry L. McIntyre has been president and director of Pacific Industries (Los Angeles) since January 1958, and earlier this year was instrumental in PI's acquisition of Midland Manufacturing Co. and Wright Electronics, Inc., which added the manufacture of communications and electronic components to the company's diverse product lines.



A former practicing attorney in Chicago and Washington, D.C., he was for six years secretary-treasurer of Hiller Aircraft Corp., and later one of the principals of a real estate and manufacturing firm.

A long history of mergers has brought Pacific Industries from a gold mining concern, incorporated in 1894 as the Central Eureka Mining Co., to its current multi-divisional form. The company's activities include furnace manufacture; commercial, industrial and military developing and printing of film and electronics.



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Motors. On the other hand, Life magazine bought its name from a long established magazine. In any merger there is the choice of: (1) both brands or names being retained; (2) that of Company A alone; of Company B; or (3) a new brand and/or new company name. What is decided is vital to marketing. Decisions must be made in relation to past reputation—and future plans. It's well to have them at least in outline before the merger is completed.

6. Keeping Stockholders Happy

Important to any public company is a body of satisfied stockholders. If two companies which merge have somewhat differing policies, particularly with respect to dividends, and these remain unresolved, you can run into trouble. The same is true if the management of the merged companies sees long-range advantage in somewhat altering the direction of the organization. Whether it is a matter of differing original policies or of new future plans, the acquiring company has the problem of winning the stockholders' acceptance.

To illustrate, let us return to the hypothetical example of an eastern organization and a western one, both manufacturing furnaces. The reasons for the merger are (a) to become national and (b) to then add an air conditioning line. Going into air conditioning is a direction which may or may not rouse enthusiasm among the stockholders of the acquired company. Conflict may arise over expansion of the business vs. containment in the original field of endeavor.

Some stockholders prefer a company that plows its earnings back into the business. Others like one that pays out maximum dividends. One type may predominate in Company A, the other in Company B.

Yet such conflicts can be prevented. Stockholders must approve of the merger and if they are informed fully, in advance, of potential or proposed changes of policy or future plans, they are not surprised and, therefore, less likely to be resentful than if they were later presented with something all set to go.

7. The Acquiring Company Changes, Too

The acquiring company must realize that after a merger it, too, will be different. Changes may be tremendous, or minor, but change there is. The degree of alteration will depend on whether it ever had a merger before, the size of the company, etc.

Because of the new setup, it will be less informed about total company



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operations than it was before. Certainly it will be less than ideally informed about that side of the business carried on by its acquisition. Take our case of the merging of an East Coast and a West Coast company. The western firm has never marketed in the East. Perhaps the reverse also is true.

Or, there's the matter of allocating money. Before long the question arises of putting up another plant. The East Coast division of the merged company says business is tremendous: a new plant is needed at once. The West Coast division tells the same story. There is money available for only one plant. Which area gets it?

The solution is a matter of getting information. If you have the essential facts the decisions make themselves. This information gathering should begin even before the merger is completed. If decisions are to be sound, the acquiring company must quickly arrive at the point where it has as much—and as accurate—information in its changed form, as it was accustomed to having before the merger.

8. Attracting Creative People

Competition for manpower is a serious matter for all companies. In a given kind of industry one type of company may prove more attractive to desirable talent than others. Take electronics: A relatively small electronics company can give stock options to engineering and technical people or to marketing men, and so hold more attraction than a national giant.

If a company is making acquisitions with the idea of becoming a large organization, it may be that it will lose some of its appeal for the technical, creative people who built it in the first place. The ones who are already there may not be retained, and the inflow of new talent may be slow. This loss of men, and failure to go on attracting men, who enjoy independent action may be a serious problem. It is something that should be carefully weighed. If a merger is likely to markedly alter the character of a company, it is well to weigh the advantages and disadvantages carefully, to determine if it is possible to keep the small company situation and climate by means of a variety of management techniques. Perhaps there is the possibility in such a case of a sort of psychological decentralization.

9. What About Customers and Sales Personnel?

What happens vis-à-vis customers is crucial to marketing and can prove



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a real hot potato in the field of sales. For this reason, it should be kept in mind from the start of any merger negotiations.

These problems are, basically, two. First, the position of the customer before and after the merger: Unless you plan what you are going to do and anticipate his requirements, you are apt to lose your customer franchise. Second, the reactions of your sales personnel: Without planning and proper communication at the psychological moment, you are liable to find yourself in a position where your sales and marketing people are not with you.

If Company **A** and Company **B**, both selling nationally, have marketing and sales staffs that have proved weak or incompetent, the problem is easy: Get new people. If one company has a strong marketing group, the other a weak one, again there is no problem; you keep the strong group. But difficulty arises if both groups are substantially strong and capable. Because they are strong, they are self-confident and are the more likely to leave you, failing your communication of satisfactory plans.

▶ This is a pity because, contrary to the way it appears to the men involved, you may have plans to use both groups.

Communications, therefore, are of tremendous importance in any kind of merger. Play it close to the vest at the start, but as soon as any public information leaks out—or even a rumor—it is essential to tell your people what is going on. At PI we feel that communication on what is pending should include the fairly senior management people, including key individuals in marketing and sales.

These problems are just a few of the ones likely to be common to all mergers. There may be countless more. Marketing men, who increasingly are sitting on boards of directors and concerning themselves with top management decisions, had best do two things at the start of merger talks: (1) get an exhaustive check list of what is going to be looked at, and (2) urge that a good lawyer sit in on the exploratory and subsequent discussions.

For any proposed merger, get the facts; arrange them in logical sequence; evaluate; decide what you are going to do. And unless it is possible to make specific plans—don't merge. For a merger to have meaning, the subsequent result must be a situation where one and one equals more than two. If it only equals two —don't merge. ◆

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The 'Secret' Hand in Private Brands

(continued from page 39)

labels for a few hotels in the Far West.) Seagram's may be between 1% and 2% – R. H. Macy being one customer. Hiram Walker's is 2% or 3%. Schenley sells about 5% for others.

One-fourth of all liquor consumed is "illegal"–and could be anybody's, or nobody's, brand. Of the "legal" total, 10% is now said to be private-labeled. But this ratio is growing. Though the private labels will not be found in state liquor stores, their volume is substantial in open states–particularly in Southern California, Missouri and the New York metropolitan area. The primary private-brand producers are such middle-size distillers as American, Barton, Heaven Hill and Mr. Boston.

Food Private Brands Lead

Some estimates now place the private-brand share of total super market grocery volume (excluding meats and produce) at 20%.

In addition to separate own-brand campaigns, big A&P is reported to devote 90% of its newspaper advertising to its own labels.

Some large chains – Safeway and Kroger, for example–base incentive programs for managers and employees on ability to sell **their** brands.

And some super market operators are willing to "prove" in public that their own brands are at least as magnetic to shoppers as national brands–and a lot more profitable to themselves. Before American Marketing Assn. last year, V-P Norman S. Rabb of the Stop & Shop chain, Boston, gave detailed figures to show that his company's own labels provided markups usually 50% or more higher. While of course starting at a lower level, by the end of the third year private labels were moving about three times as fast as comparable national brands.

In recent years groups of grocery and other retailers have developed their own brands even faster than have the chains.

Cooperative Food Distributors of America, Chicago, now embraces 101 co-ops serving 24,000 retailers with a 1959 combined estimated volume of $8.250 billion–or 17% of the total U.S. grocery business. Joseph H. Fov of Grand Rapids, chairman of CFDA's trade relations committee, tells Food Topics: "Private labels just don't grow. They develop to fill a need at the retail level." Instead of "sitting back and wringing their hands," national-brand promoters should strive to learn "why distributor-controlled brands are hurting their sales."

The 5,000 member stores of Independent Grocers' Alliance now do 10% of their total $3-billion volume in IGA brands.

Topco Associates, Chicago, serves middle-size and smaller grocery chains. Last year–in addition to the handling member chains' **own** labels –it was reported as moving more than $120 million of group-label merchandise through 3,780 stores.

Today chains and groups that emphasize **manufacturers'** brands are newsworthy largely as **exceptions** to the distributors'-brand rule. Recognizing this trend, many brand manufacturers are climbing aboard.

John Fox of Minute Maid says that "70% of our plant capacity turns out store brands." Another big factor in frozen citrus products, the Horsey division of Salada-Shirriff-Horsey, reports that "80% of our business is in buyers' labels."

► In a study on "Private vs. National Brands" (July 4, 1958) SM showed, among other things, how big national advertisers are glad to serve the third largest grocery chain: "General Foods makes Kroger's 'own' cornflakes; Quaker, its oats; Hi-Grade, its luncheon meats, and Del Monte and Libby, 'Kroger's' canned fruits and vegetables."

Today one grocery authority points out that "the major food advertisers are going increasingly into private brands." Among them he mentions National Dairy and Borden in ice cream, General Mills in cereals, General Foods and Standard Brands in coffee. He adds that Oscar Mayer, meats–until now "almost 100% own-brand"–recently introduced its first private label.

Another grocery specialist mentions fruit-and-vegetable canners as one

Von's – and Other Chains – Build on Known Brands

Though Super Market Merchandising has shown that 84% of super markets carry private brands, and 59% expect to expand their number, the publication still finds chains whose growth is being built predominantly on nationally advertised brands.

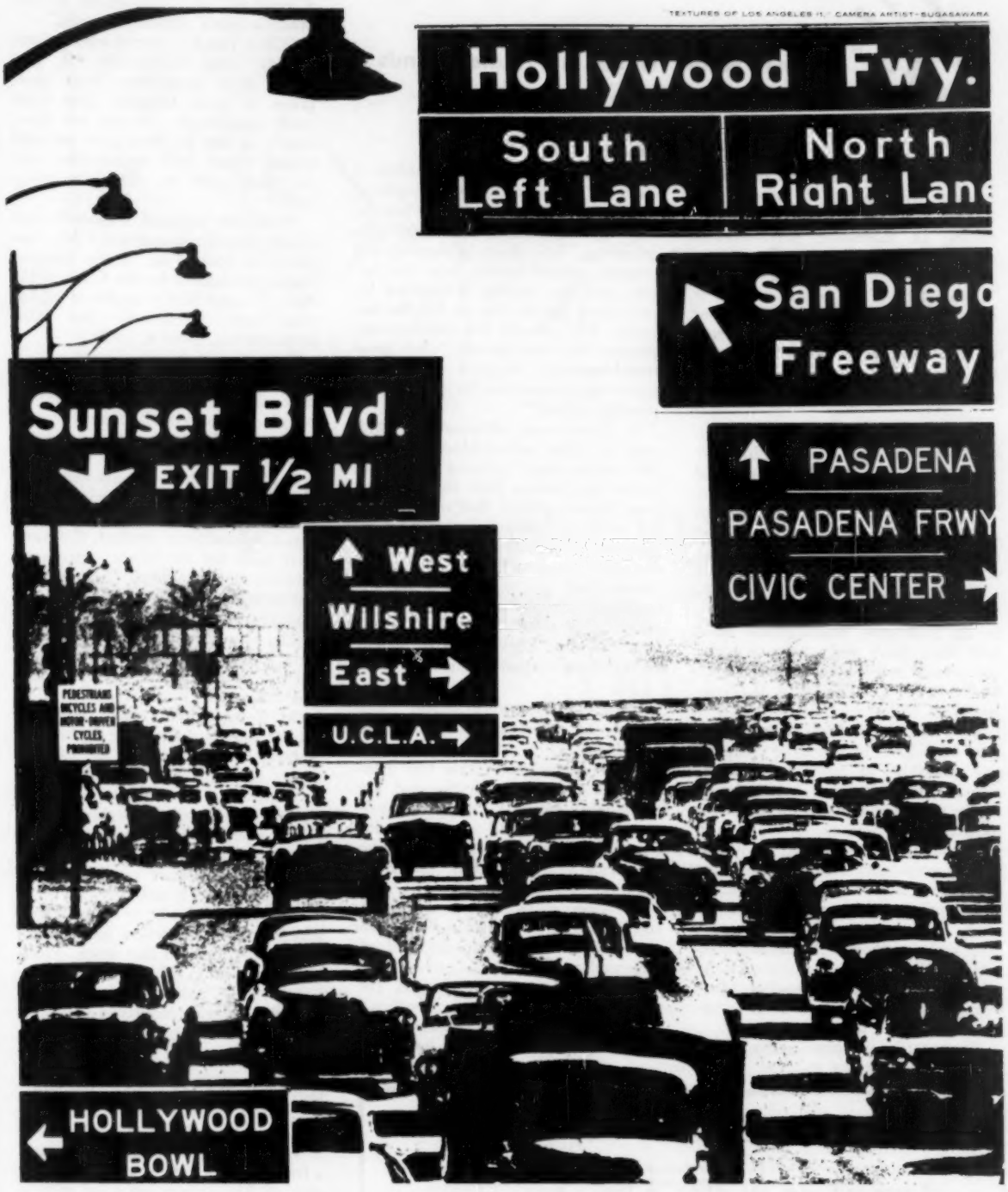
The latest in a series of detailed case studies–described by President M. M. Zimmerman as "the greatest national brand documentary we have featured in 25 years"– appears as "The Fabulous Von Story" in the July and August issues, and is being reprinted as a book.

The study covers 48 weeks of warehouse grocery movement in 1959 through Von's stores.

From an original investment of $2,500 in 1932, the Von Der Ahe family has built its California business to about $200-million annual volume.

Harold G. Ward, sales and merchandising manager, says that "the super market industry owes a debt to the national brand manufacturer. . . . Much of its success has been due to the tremendous promotional activities of national brands."

Ward shows that "private brands do not adventure. They cling to the coattails . . . of brand manufacturers." Also, few private-brand promoters, he believes, "actually comprehend the true profit picture on these labels. We know where we stand right down to the penny on our merchandise. That is one of the reasons why we haven't much confidence in private labels."



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The 'Secret' Hand in Private Brands

(continued)

group that is glad to meet crop fluctuations by packing for others, and Borden, Carnation and Pet, among others, as increasing private-brand efforts to avert a glut in milk.

A third informant shows that "almost 40% of all peanut volume is now done under private labels." Other private-labeling examples range from GE's willingness to pack flash bulbs for others to Beech-Nut Life Savers' distributor labels in coffee and candy.

▶ More than half of the 100 top advertisers—in drug and household products as well as food—are members of Grocery Manufacturers of America. These big advertisers today take with a grain of salt the sugar presented annually by A. C. Nielsen Co. on continuing national-brand strength.

For a decade or more, Nielsen tells them, sales of major advertised brands in 38 food-store commodities have held their lion's share against minor and private brands. As compared with 74.5% in 1951, Nielsen says, the "majors" had 74.8% in 1959.

But, though Nielsen's Food Index may be helpful in revealing competitive standings of individual brands, manufacturers say that it completely misses some big parts of the market—specifically all A&P stores.

The actual fact is, as Paul S. Willis, GMA's president, tells SM, these big advertisers regard the private-label trend with growing concern. Early in 1959, "in response to many suggestions and complaints," Willis explains, GMA outlined plans for a thorough, long-range study of "Prevailing Marketing Practices and Policies"—including private labeling.

Temporarily postponed, the study has been revived. The first outline of its scope included: factors influencing distributors in stocking private brands; "how manufacturers, inadvertently or otherwise," help them to develop and promote private brands; how distributors may be hurting themselves by promoting private brands. On the last point: Why should the retailers emphasize their own brands, "when good merchandising suggests that such space and promotions be given to the popular sellers?"

In "their own self-interest," GMA suggests that manufacturers reduce distribution costs, to make their retail prices comparable with those of private brands; ensure that money paid for co-op advertising is used for it; separate the "real customers" from the mere "handlers" of their products; inform their own salesmen of the advantages of advertised brands and the disadvantages to distributors of private brands: "Duplication of inventory, risks of market changes, etc."

▶ The manufacturers should "promote the quality of advertised brands."

At the same time their top managers should "evaluate the end net profitability from . . . supplying private brands. . . . If your price differential is too wide, it may in the long run seriously affect the franchise on your own brands."

To distributors (retailers), GMA and its members individually would prove "what happens to distributors' sales and profits when . . . manufacturers' brands are given equal [or even preferred display] position."

To consumers, GMA and the members are expected to say a lot about "quality" and "freedom of choice" with a program on, "Nationally Known Manufacturers' Grocery Brands."

"GMA has no quarrel with private brands," Paul Willis tells SM, provided their promoters keep their prices in good balance; give them profit opportunity [do not use them simply as loss leaders]; give national brands equal shelf opportunity, and do their part to eliminate co-op evils."

(With six national wholesale and retail grocery associations, GMA has written a booklet on "Trade Practice Recommendations for the Grocery Industry," some 50,000 copies of which have been distributed.) See Sales Management, Dec. 4, 1959.

▶ In groceries and other industries, national advertisers take the lead in introducing new-and-different products. Once they succeed, the private branders follow.

But even when a national-brand manufacturer has conceived and developed and fought for and finally won a market for a product, the company may not be bright enough to hold onto its "franchise." Grocery men cite this example: "Through more than a decade, General Foods put $20 million into perfecting and building Birds Eye frosted foods . . . and then did not patent the process." Legally and otherwise, Birds Eye "failed to build a franchise." Now, scores of private brands are making capital out of Birds Eye's pioneering. (GF did not patent the Birds Eye process in order to encourage competition and thus stimulate more rapid acceptance.)

However, in foods and other industries there is still some doubt about the degree of pioneering for, and of, national brands.

William T. Brady of Corn Products has taken his fellow food manufacturers to task on this score. Probably, their ratio of research-and-development to sales is only one-sixth as high as in such industries as chemicals and ethical drugs.

But when manufacturers do come up with something new-and-better, they can still build a strong franchise. A leading grocery maker gives current examples: "Snow Crop offers a new concentrate with more juice and a fresh taste. . . . Duncan Hines (now part of P&G) steps up sales with a cake mix that has a flavor the consumer likes. . . . Demand for a new shoe polish, introduced by S. C. Johnson in the Middle West this year, has been so great that the company lacked the production facilities to expand it to other markets."

One way in which manufacturers might meet the store-brand threat is

What Packages Do They Like?

Beginning—October 21—an exclusive and comprehensive survey of consumers' likes and dislikes in today's grocery packages. Conducted jointly by Sales Management and National Family Opinion of Toledo, Ohio, this survey represents the opinions of over 1,000 women on such vital packaging subjects as: price vs. greater convenience; brand switching for better packages, many others. Also coming up: homemakers' attitudes toward such "packages of the sixties" as aluminum cans, plastic containers, soda in cans, "convenience" packages and more.



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Lemarge is one of the pioneers of Mass Mail. Over the years, we have developed scientific techniques for Mass Mail advertising, sales, market and product testing.

This advertising and marketing know-how is backed up by technological ingenuity and one of the Midwest's largest mechanized mailing plants. We can address, label, collate and insert more than a million mailing pieces daily.

Right now, we are serving some of the nation's largest advertisers and agencies in the planning, creation, production and processing of Mass Mail campaigns. We'd be happy to have you among them. We think you'd find it profitable, too.

Mass Mail Specialists

LEMARGE

Lemarge Mailing Service Company • 417 So. Jefferson Street • Chicago 7

Learn to talk to those who count the most

In choosing advertising media, the whole trick is finding the one that reaches more of the people who can buy your product or service.

Sales analysis has shown a great many companies that 80 to 90% of their business comes from 10 to 15% of their market. With few exceptions, this market and selling situation applies to all companies we serve. They know that direct mail is a natural for developing the markets that *count the most*. Results are better, costs are lower, when you use direct mail to reach those who have *reason* to listen, *reason* to buy.

What about *your* picture? A few minutes' discussion might show what Dickie-Raymond's long experience, tested knowledge, and inspired creative and sales thinking could bring to you in reaching the high-buy markets that count the most.

Serving Leaders in American Business

AEtna Life
Air Express
American Airlines
American Sisalkraft
Comm. of Puerto Rico
C. I. T.
Eastman Kodak — Industrial
Factory Mutual
G-E Air Conditioning
General Time — Stromberg
Hertz Corporation
International Silver
Masury-Young
New York Stock Exchange
Pan American World Airways
Pitney-Bowes
Plymouth Cordage
Potter Drug — Cuticura
Railway Express
Recordak
Sheraton Hotels
Sylvania Electric
Tax Research Institute
United Business Service
United States Envelope
Wall Street Journal
Zippo Lighters

DICKIE-RAYMOND

SALES PROMOTION COUNSEL • DIRECT MAIL ADVERTISING

225 Park Ave., New York 17 MUrray Hill 6-2280

470 Atlantic Ave., Boston 10 HAncock 6-3360

to go into retailing: If big retailers can influence or own **sources,** why don't manufacturers own and operate **outlets?**

In some directions the latter trend has made some headway. It has progressed in industries from drugs (Rexall-Liggett) to tires (Firestone, etc.). In some others, such as oil and beer, however, it has been specifically outlawed. Among all industries, probably, "owned distribution" has made most progress in shoes.

► Foods are something else again. Grocery men point out that it costs $1 million just to start a single middle-size super, and that, even then — and despite their wide lines—a National Dairy or General Foods chain still would limit consumers' choice more drastically than A&P or Safeway now does. (A big super today carries 5,000 or more items.)

George Weston, Ltd., biscuit-baker-turned-holding-company, has gone heavily into retailing. It controls Loblaw Groceterias Co., Ltd., second largest Canadian grocery chain (more than $300-million sales). It also controls the Loblaw stores in northeastern U. S. (nearly $300-million sales) and the National Tea chain ($830 million).

National Tea has set its sights on becoming the largest grocery chain. But after a 44% gain in five years, it still ranks fifth—and even this growth, largely through acquisitions, has been enough to stir the Department of Justice.

The fact that, among the top ten grocery chains, National is the primary promoter of nationally advertised brands, pleases the advertisers no end. But some of them still point out: Even with D of J permission, "manufacturers' chains won't work: Weston biscuits are having a lot of trouble with the chains!"

Meanwhile, manufacturers must learn to live, and grow, with the chains. National advertising is a potent force . . . but only when retailers get actively into the act. As one leading grocery maker puts it: "We'll get more power from advertising when we learn to win more retailer cooperation."

Examples are cited: Since P&G started a trade relations department, two years ago, the retailers are not so anti-P&G. Such manufacturers as General Mills, Scott Paper and General Foods also have launched dealer relations programs—with top men in charge of them.

Part of the private-brand answer is: Whatever the size and strength of the advertising, national brands still have to be displayed and **sold.** ◆



How to get RETAIL TIE-INS by the millions

There is a powerful incentive for retailers to give their merchandising and advertising support to your product when you launch a strong advertising campaign that is built around FIRST 3 MARKETS GROUP in the rich Industrial North and East. First 3's magazines are a favorite medium of Retailers for their own regular advertising schedules.

Competition for dealer cooperation as well as for the consumer's attention to an advertising message is understandably keenest in the three largest and most profitable markets of the area — New York, Chicago and Philadelphia. In these three far-above-average markets which account for 19% of total U. S. Effective Buying Income, the family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out. As the dominant advertising medium in these three leading markets, there is no substitute for FIRST 3 MARKETS' solid 55% COVERAGE of all families.

In addition, First 3's "Sunday Punch" circulation of over 5,600,000 reaches over half the families in 1,137 cities and towns, which produce one fourth of total U. S. Retail Sales.

To make your advertising sell *more* where *more* is sold... it's FIRST 3 FIRST!

THE GROUP WITH THE SUNDAY PUNCH

FIRST 3 MARKETS GROUP

ROTOGRAVURE • COLORGRAVURE

New York Sunday News Coloroto Magazine
Chicago Sunday Tribune Magazine
Philadelphia Sunday Inquirer "Today" Magazine

NEW YORK 17, N.Y., News Building, 220 East 42nd Street, MUrray Hill 7-4894 • CHICAGO 11, Ill., Tribune Tower, SUperior 7-8843 • SAN FRANCISCO 4, Calif., 155 Montgomery Street, GArfield 1-7946 • LOS ANGELES 5, Calif., 3460 Wilshire Boulevard, DUnkirk 5-3557

DIRECTOR OF SALES

For Leading Indiana Builder

Unlimited opportunity for young, aggressive "take-charge" man to head up sales staff of highly respected Indianapolis quality home builder with over 500 satisfied owners. Finest values, choice location, strong advertising support. Generous salary, liberal over-ride on all sales to right man. Give age, experience, present earnings, other pertinent facts—SELL YOURSELF in your letter! Enclose recent photo. (Our employees know of this ad.)

Address Box 950 c/o this publication.

COME BEARING GIFTS

Be a Salesman who "comes bearing Gifts", with a pocket full of CHARMING MINIATURE TREASURES for customers' children.

Leave a Gift, on all calls, as your public relations art, building Good Will.

A thousand choices, fractions of a penny (1/50) to two cents (2c) each.

EPPY'S MINIATURE TREASURES
91-15 144 Place Jamaica 35, N. Y.

PERSONALIZED ADDRESS, XMAS, BOOK, etc. gummed labels show forethought as gifts. Write for discount prices on America's largest selection of personalized gummed labels. Bolind, Inc., Bolind Bldg., Boulder 10, Colorado. *Thank you kindly!*

the copy shop
MU 3-1455
Copywriting Studio Confidential Work
Add 26 copy experts to your staff—but not to your payroll—get a top creative team for a pre-agreed per-job fee.
Persuasive Communication any kind — any medium



CHIPPER CHARLIE

Never been sick a day in his life. But he knows it can happen to him—so he gets a health check-up every year—just in case. He also supports the American Cancer Society's Crusade. Send your contribution to "Cancer," in care of your local post office.
AMERICAN CANCER SOCIETY

EXECUTIVE SHIFTS IN THE SALES WORLD

Allen Electric & Equipment Co., Kalamazoo, Mich.—Norman K. Anderson assumes new position of vice president in charge of marketing. He was formerly with Warner Electric Brake & Clutch Co.

American Home Foods, New York—L. J. Sauers named vice president for marketing and J. B. Shortlidge general sales manager.

Avery Adhesives Products, Inc., Fasson Products Div., Painesville, Ohio—Robert G. Hamilton appointed to new position of market development manager.

Bendix Corp., New York—F. J. Borheck appointed director of aerospace marketing and B. D. Carter director of automotive marketing.

Cool-Ray Inc., Chelsea, Mass.—M. J. Dunn appointed sales vice president.

Corn Products Sales Co., Best Foods Div., New York—Joseph W. Durber joins as product manager. He was formerly with Colgate-Palmolive Co.

Evans Products Co., Plymouth, Mich.—Kenneth Rathke appointed national sales manager of wheel goods.

Fansteel Metallurgical Corp., North Chicago—James E. Borendame named to the newly created position of director of marketing and public relations. He was recently employed by Acme Steel Co. of Chicago.

Federal Pacific Electric Co., Cornell-Dubilier Electronics Div., South Plainfield, N.J.—Raymond T. Leary appointed vice president of marketing.

Four Roses Distillers Co., New York—Joseph E. Flick promoted from central division manager to national sales manager in charge of Antique Bourbon.

B. F. Goodrich Chemical Co., Cleveland—George W. Flanagan named manager of defense sales and service.

Million Market Newspapers, Inc. New York—Robert A. Reiff elected first vice president and national sales manager.

Phillips Control Corp., Joliet, Ill.—Donald L. Schofield appointed general sales manager. Phillips is a subsidiary of Allied Paper Corp.

Stokely-Van Camp, Inc., Indianapolis, Ind. — Manning M. Exton named director of marketing for the Frozen Foods Division (Oakland, Cal.). He was formerly vice president of marketing, Seabrook Farms.

Renault, Inc., New York — Robert Brower promoted from service manager to sales manager for Eastern region.

United Carbon Products Co., Bay City, Mich. — W. E. Allsopp named director of sales.

Wm. Underwood Co., Watertown, Mass.—Thomas B. Mitchell promoted from Eastern Division sales manager to assistant to the vice president—marketing.

Hiram Walker Inc., Detroit, Mich.—Binford H. Sykes named central regional vice president in charge of sales.

KNOW THIS MARKET:
metropolitan
GARY-HAMMOND
E. Chicago, Indiana
44th MARKET in the nation!
(U.S. CENSUS BUREAU RANKING)
2nd MARKET in Indiana!

POPULATION: 556,600
E.B.I. 1959: $1,130,840,000.
E.B.I. PER HSEHOLD: $7,055
RETAIL SALES, 1959: $698,363,000.
FOOD SALES: $187,468,000.
GEN. MDSE: $94,519,000.
AUTOMOTIVE SALES $101,534,000.
Source: Sales Management

SELL THIS MARKET:
reach it...
SELL it
ONLY through
THE GARY POST-TRIBUNE
THE HAMMOND TIMES
Represented by Burke, Kuiper & Mahoney, Inc.

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SM

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DIRECTOR OF SALES PROMOTION
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ADMINISTRATIVE ASSISTANT
Edward S. Hoffman

Asst. to Executive Vice-Pres.
Cecelia Santoro

ADV. SERVICE MANAGER
Madeleine Singelton

PRODUCTION MANAGER
Virginia New

DIVISION SALES MANAGERS

New York—W. E. Dunsby, Wm. McClenaghan, Elliot Hague, Robert B. Hicks, Dan Callanan, F. C. Kendall, Ormond Black, 630 Third Ave., New York 17, N. Y., YUkon 6-4800.

Chicago—C. E. Lovejoy, Jr., Associate Publisher and Western General Manager; W. J. Carmichael, Western Advertising Director; John W. Pearce, Western Sales Manager; Thomas S. Turner, Robert T. Coughlin, 333 N. Michigan Ave., Chicago 1, Ill., STate 2-1266; Office Mgr., Margaret Schulte.

Pacific Coast—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOodland 2-3612, Pacific Coast Manager; Northern California, Washington and Oregon, M. A. Kimball Co., 2550 Beverly Boulevard, Los Angeles 57, Cal., DUnkirk 8-6178; or 681 Market St., San Francisco 5, Cal., Exbrook 2-3365.

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THE SCRATCH PAD



BY T. HARRY THOMPSON

As the campaign goes into the homestretch, I can't help wondering, with Sen. Mike Mansfield, why any man in his right mind would want such a thankless job as President, high honor or not.

•

Tightwads: The untouchables.

•

"Nick" sounds like an unfortunate name for a barber.

•

Glove compartment: A place where you stash everything but gloves.

•

Two things hard to get out: Fruit-stains and the vote.

•

For a makeshift screwdriver, there's nothing like a dime.

•

Nit: "Do you know your blood type?"
Wit: "Yeah; tired."

•

"Now we know what happened to the big-game hunter. Something he disagreed with ate him."—Grit.

•

Don Keyhoe's book, "Flying Saucers—Top Secret," proves a guy need not be "in his cups" to see saucers.

•

Meant to thank reader Hal Speckman, president of McCandlish Lithograph, for the handsome, king-size, midyear calendar.

•

Jackie Gleason says the ideal diet is expressed in four words: "No more, thank you."

•

"Smoking Increase at Record High."—Headline. Who's afraid of the big, bad bronchiogenic carcinoma?

•

Curtis Research, quoting "Design Sense," has new products entering the market at the rate of 26 a day, but failing at the rate of 23 a day. Research of all types is recommended to reduce this high incidence of product goofing.

•

Add similes: "As snoopy as an X-ray."

•

Going rate: The cost of leaving.

•

Can't believe a nearby realtor named "Garbutt" would go for a for-sale sign reading: "See Garbutt."

•

"A fool and his money are saloon parted."—Smoky Stover.

•

Trivia Dept.: In this sensitive age, I wonder if that African bird minds being called a "bustard."

•

Bathroom scales: Expanse account.

•

If I have my Egyptology on straight, it was in the reign of Isosceles II that some copywriter came up with "The Truth About Trusses" (or what-have-you). It's a lazy type of headline from the same bag of mothballs as "Saves time and money."

•

A local obit turned this one up. A man named "Fuller" called his place "Fuller's Earth."

•

It didn't win a prize in this safety-slogan contest for public-school children, but it would have had my vote: "Stay alive. Don't drive."

•

Icing-on-the-Cake Dept.: Keith Preston, coruscant columnist of the Chicago Daily News, left this witty legacy: "They wanted Sam Wing but they winged Sam Wong. A sad, but excusable, slip of the Tong." And again: "A Modernist married a Fundamentalist wife. She led him a catechism and dogma life." That, I aver, was columning.

Something Missing in Merchandising?

My private opinion of consumer contests is that they are for the feathered tribe. The advertiser stands to make ten friends and a million enemies. An insular and unsupported point of view, I'll admit.

Having said that, I still think I should be allowed to exercise my constitutional right to enter such contests on a sort of lottery basis.

The M.O., as Lieut. Friday used to say, is this:

The advertiser takes a color spread in the slicks to tell the world he is giving away a hundred grand in merchandise prizes and here's all you do.

I go to the most lavish super market in my neighborhood, on the premise that it will have the official entry blank, as well as the product whose box-top I need.

The store manager asks me: "Are they having a contest? No, we haven't any blanks. Come in next week." Which I do, but still no blanks. I use the printed one from the magazine ad and hope it will be official enough.

Maybe consumer contests are a nuisance to the retail trade, even if there is a homemade tack-board somewhere in the store where blanks may be torn off on a take-one basis.

Maybe agency procedure has changed since I went into free-lancing, but, in my time, we never thought of loosing a campaign on the consumer without first briefing the trade.

It's the same with new products. Consumers usually hear about them before dealers do. Is there something missing in merchandising?

T.H.T.



In 1959 The Equitable Life Assurance Society of the United States —America's third largest insurance company—used SPORTS ILLUSTRATED for a full scale exclusive campaign, with a schedule of 17 pages.

At the end of the year, Equitable added up the score and announced the result: **GRAND TOTAL—100,000 coupons.**

Said Equitable Vice-President Charles R. Corcoran:

"I seriously doubt whether any insurance company anywhere has ever seen such returns from any advertising. I know I haven't, and what's more important, neither have our agents. In addition to the impression we have made as a company concerned with physical fitness and sports, we've sold a substantial amount of life insurance through our SPORTS ILLUSTRATED advertising.

"Perhaps even more than that, with a force of 10,000 agents, we have a large stake in letting our men in the field know that our advertising is really helping them write insurance. Thanks to SPORTS ILLUSTRATED, they know that their company is really working with them, because they've seen the results."

The greatest advertising response in the history of a $9,000,000,000 company

Prospects—not coupon clippers. Individual agents who followed up the leads reported that the people who wrote in were a far cry from the inveterate coupon clippers who often inflate the returns from an advertisement. The SPORTS ILLUSTRATED respondents turned out to be excellent prospects for insurance. Their median age was 37; their median income $10,500.

As every sales manager knows, these same characteristics make excellent prospects for just about every kind of quality product.

The people you advertise to in SPORTS ILLUSTRATED are young, well-educated, successful—the kind of people who are gifted enough to make a good living five days a week and sensible enough to enjoy it on the other two.

L. L. Callaway Jr., Advertising Director, SPORTS ILLUSTRATED, Time and Life Building, Rockefeller Center, New York 20.

SPORTS ILLUSTRATED

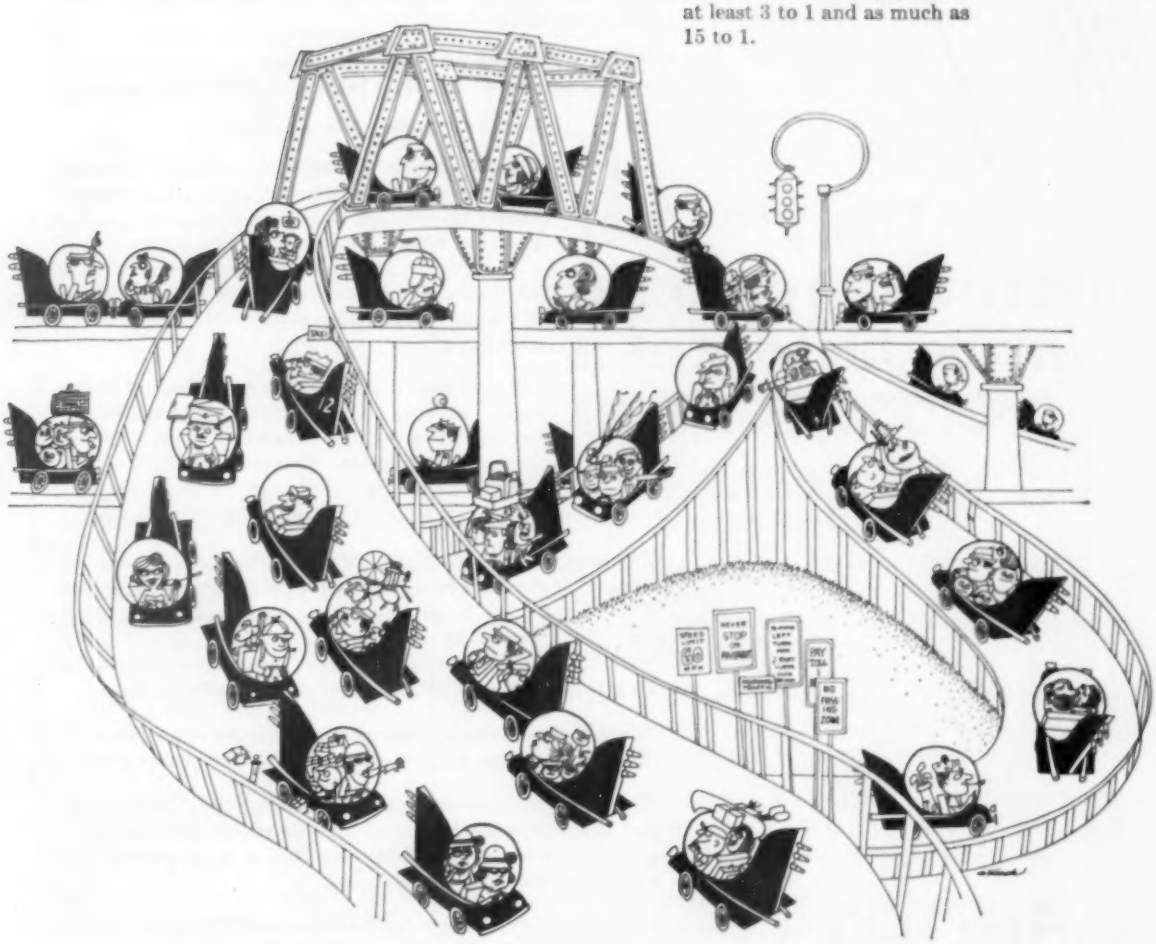
Media's Law:

To a seller of automobiles, the pulling power of an advertising medium is equal to the number of automobiles sold.

To media men, pulling power is influenced by several interrelated factors. The law or formula looks like this:

Pulling Power
=
Circulation Volume
×
Editorial Vitality
×
Reader Confidence

The Chicago Tribune, with a circulation 1½ times that of any other Chicago newspaper, out-pulls the other papers by at least 3 to 1 and as much as 15 to 1.



Chicago Tribune



SEPTEMBER 16, 1960

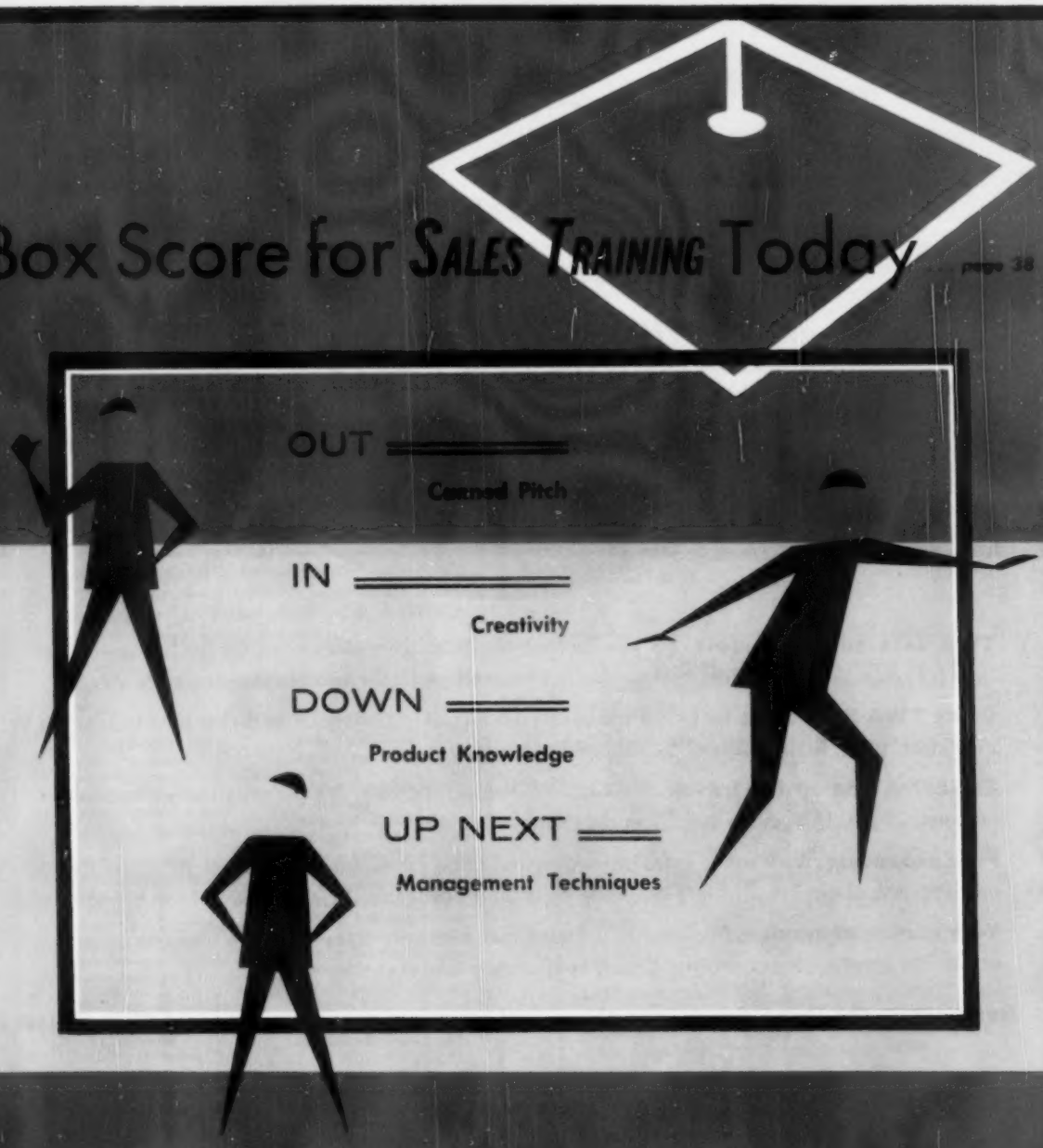
Sales Management
PART TWO

Sales Meetings

CONVENTIONS • EXPOSITIONS • TRADE SHOWS

Box Score for SALES TRAINING Today

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HOW TO PICK A SHOW
page 102

TRY TO TOP THIS ONE
page 35

DEERE'S MEETING REALLY BIG
page 128

TWA THE SuperJet AIRLINE ... FASTEST COAST-TO-COAST



TWA Jets and SuperJets get you there in less time, give you more time for business, more time for relaxation. TWA Jets fly non-stop between major U.S. cities coast to coast.

Giant TWA SuperJets fly to Europe in just 6 hours, 30 minutes. Daily flights now to London, Frankfurt, Paris, Rome, Lisbon, Madrid and Athens.

Exclusive, one-airline travel. You can fly TWA all the way. It's the only one-airline service between 70 key U.S. cities and 23 world centers abroad.

Free stopovers. Visit many extra cities overseas at no extra cost . . . en route to or from your meeting. Ask about interesting TWA "side trips" and Post-convention Holiday Tours.

Your choice of service. For luxury . . . First Class, featuring complimentary cocktails, gourmet meals. For great savings . . . thrifty Coach or Economy Class.

Next trip . . . fly TWA! For reservations, call your travel agent or nearest TWA office

FASTEST COAST-TO-COAST

TWA

THE SUPERJET AIRLINE*

The only airline flying across the United States in 4 hrs. and 30 mins.

*TWA THE SUPERJET AIRLINE is a service mark owned exclusively by Trans World Airlines, Inc.

Now's the time to make your plans for the

INTERNATIONAL CONVENTION PLANNING EXPOSITION

NOV. 29, 30 and DEC. 1, 1960 • LAS VEGAS CONVENTION CENTER • LAS VEGAS, NEVADA

WHAT'S ON THE AGENDA?

Twenty-six workshops dealing with the basic problems of convention planning — each conducted by leaders in the various fields. Subjects include attendance-building, membership drives, taxation, exhibit planning, motivation, housing, transportation, food, visual aids and others. In addition, the program will include speakers with experience in directing internationally famous European trade fairs. A feature address will be delivered by Secretary-General G. P. Speeckaert of the Union of International Associations, on "European Congress and Convention Activity".

WHO'S COMING?

The greatest gathering of convention-planning executives ever to assemble under one roof. Representatives of the nation's most important corporations, trade associations and business, professional and fraternal organizations are coming to the International Convention Planning Exposition for information and assistance in planning their future meetings.

Here's a cross-section of those planning to attend:

The Coca-Cola Company
Northrop Corporation
Ladies' Auxiliary to the V. F. W.
Kellogg Switchboard & Supply
National Health Council
Constructions Specifications Institute
Rotary International
National Orange Show
National Electrical Contractors Associations
General Electric Corporation
Collins Radio Company
Railway Progress Institute
Sliding Glass Door & Window Institute
American Rocket Society
National Association of Concessionaires
Industrial Management Society
Future Homemakers of America
National Milk Products Federation
Goodwill Industries of America, Inc.
National Association of County Officials
Arrow, Incorporated
National Association of Home Builders
National Association of Music Merchants
National Restaurant Association
Portland Cement Association
National Automatic Merchandising Association
American Veterinary Medical Association
Chrysler & Imperial Division
Monsanto Chemical Company
Theatre Owners of America
Continental Can Company
Parents Institute, Incorporated
Schenley Distillers Company
American Institute of Architects
Minnesota Mining & Manufacturing, Incorporated
National Council of Churches
Remington Rand
Charles Pfizer & Company, Incorporated
Boeing Corporation

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Every Company which provides a service or product for conventions, meetings, forums, exhibits and similar group activities and wishes this unprecedented opportunity to meet the men who make the buying decisions.

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Holland Tourist Agency
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Reno, Nevada Convention Bureau
Teleprompter Corporation
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Freeman Decorating Company, Dallas, Texas
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Kelly Girls Service, Inc.
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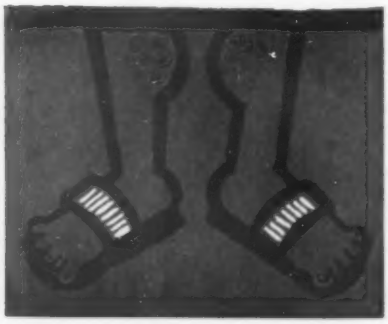
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Sales Meetings

CONVENTIONS • EXPOSITIONS • TRADE SHOWS

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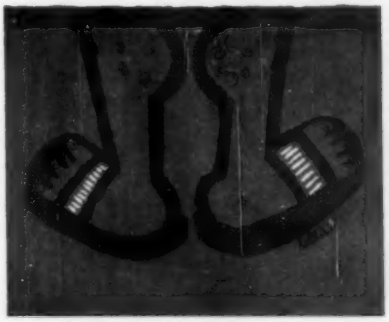
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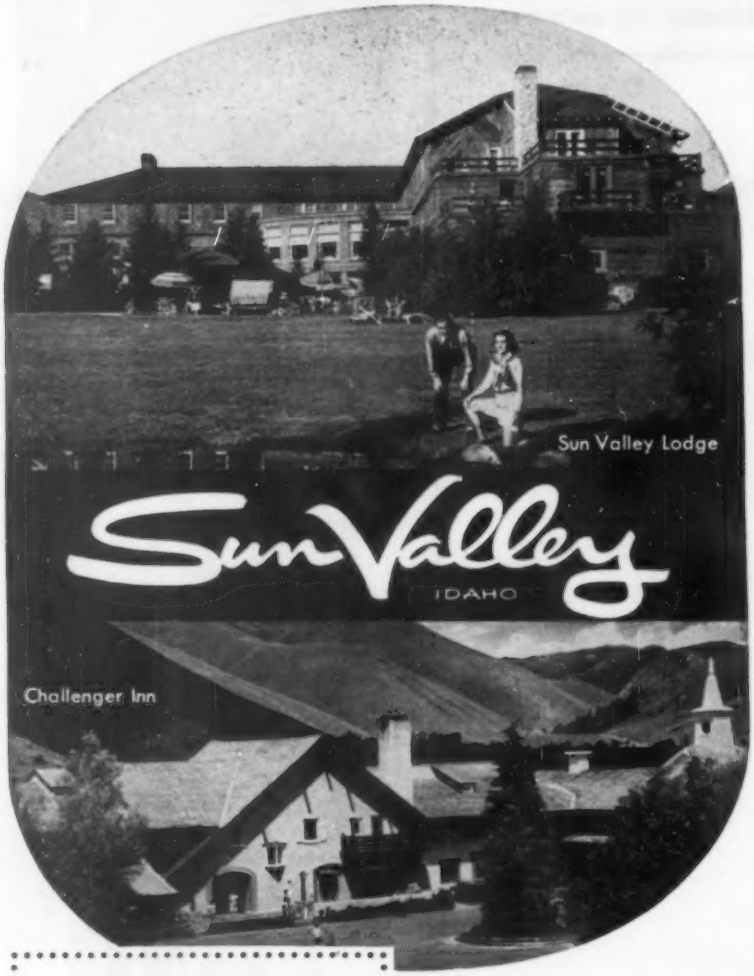
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for reservations

. . . or additional information on rates, seasons and activities, let us send you our color convention booklet. Address Mr. Winston McCrea, Mgr., Sun Valley, Idaho or Union Pacific Railroad, Room 2711, Omaha 2, Nebraska.

Sales Meetings

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Advertising Production, M. Greenberg

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Pacific Coast—John W. Pearce, Pacific Coast Manager, Warwick S. Carpenter, Director of Marketing, Western Area, 15 East de la Guerra, Santa Barbara, Calif., WOodland 2-3612.

Bill Brothers Publications in MARKETING: Sales Management, Sales Meetings, Premium Practice. INDUSTRIAL: Rubber World, Plastics Technology. MERCHANDISING: Fast Food, Modern Floor Coverings and Modern Tire Dealer.

SALES MEETINGS is issued bimonthly: January, March, May, July, September and November as Part Two of SALES MANAGEMENT. All mail for SALES MEETINGS should be directed to Philadelphia Office.

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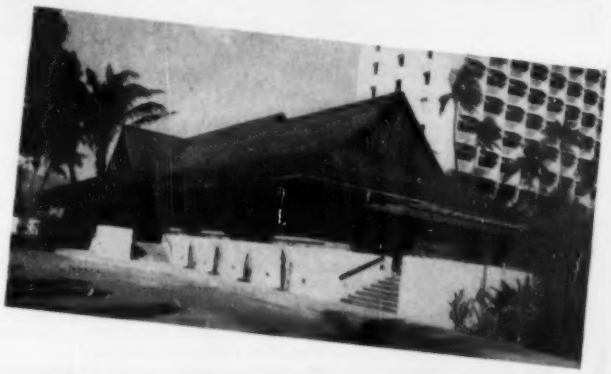


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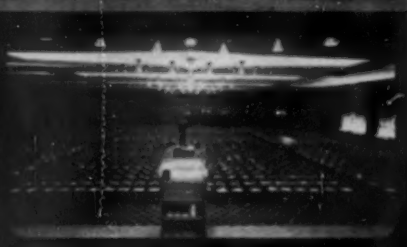
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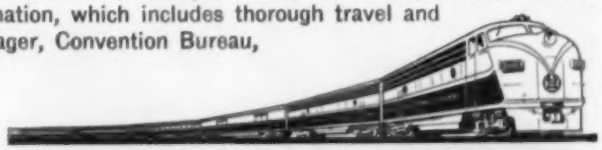


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good idea: never old

This is just a little note of appreciation, long overdue, for the idea of a "This Is Your Life" type of slide presentation utilizing baby pictures of sales representatives which we saw in your July 6, 1956, issue and utilized ourselves at our sales meeting last February in Los Angeles.

The response to our humorous little presentation was extremely gratifying, and it provided a very welcome lift to our two-day meeting.

Thanks again for the helpfulness which your article afforded us.

Richard G. McGandy
Pomona Tile Manufacturing Co.
Los Angeles, Cal.

multitude of good points

You published an article in the January 16, 1959, Sales Meetings entitled "How to Spend Exhibit Dollars More Wisely" by Mr. Lewis Barry. I believe this article has a multitude of good points and I have been meaning to write to you and thank you for making such information available.

In Mr. Barry's article, he mentions that he did a lot of research and development in this work and finally came up with a guide which he calls the Barry-O-Meter, which is a check list for successful trade show exhibiting. Will you kindly advise me where I can secure a copy of this check list?

C. S. Cotton, Jr.
Hagan Chemicals & Controls, Inc.
Pittsburgh, Pa.

how much to spend

We have a little debate going here and we'd like expert opinion. All of us are agreed that sales meetings are valuable tools for communications with the field force. Difference of opinion emerges on how much should we spend. Just where do you draw the line?

One faction (sales promotion, naturally) takes the all-stops-out attitude. If it gets impact, use it—even if it costs a little more than you want to pay. Another argument goes like this: Salesmen want facts not entertainment; so there's no reason to spend a lot of money on ginger bread trimmings.

I'm in the middle on this one. I say we need to spend a little on the trimmings to put life into our meetings. However, I'm stymied, too. Just how much should we spend?

We'll rely on your expert judgment.

Name withheld on request
St. Louis, Mo.

▶ There is no hard and fast rule except: Spend whatever is necessary to reach your goal. If the goal is worth reaching, it's worth an investment. It's a case of weighing what your goal is worth in dollars. If you are looking for an average figure, and if you consider your company "average", see how this stacks up to your current outlays: "Average" company in the United States spends $33 a day for each salesman who attends a national sales meeting. This figure includes transportation and all audio-visual aids as well as food and housing.

what to do for few

What I'd like to know is what can you do when planning a sales meeting for just a few? When I have a meeting, it's usually in the office; maybe seven men attend. In small companies like ours, everyone is on a more personal basis than in these larger corporations. We pitch in and help one another out.

What bothers me is that many of the techniques, you write about, strike me as applicable to the big boys with meetings. After all, you expect meetings where large number men attend to be planned in every detail. These corporations often hire full-time meeting planners.

In my company, I have to plan meeting with my left hand. I can't afford to spend days on fancy effects. So, how much effort should be put into a meeting for seven?

R. E. Thompson
Miami

▶ To give you new meeting horizons for a small group, we suggest you read "Make Small Group Sessions Different" in our January 15, 1960 issue.

Site for Successful Meetings...



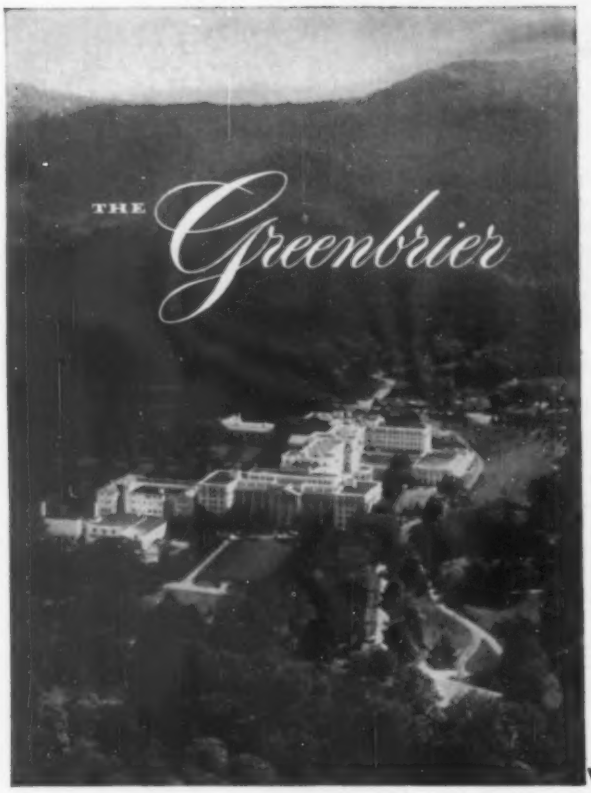
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FOR INFORMATION write Charles L. Norvell, Dir. of Sales. Also reservation offices: New York, 17 E. 45th St., MU 2-4300 Boston, 73 Tremont St., LA 3-4497 • Chicago, 77 W. Washington St., RA 6-0624 • Washington, D. C., Investment Bldg. RE 7-2642 • Glen W. Fawcett: San Francisco, 1029 Russ Building, YU 2-6905 • Seattle, 726 Joseph Vance Building, MU 2-1981 • Dallas, 211 N. Ervay, RI 1-6814 • Los Angeles, 510 West Sixth Street, MA 6-7581.

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Fred A. Muller, General Manager

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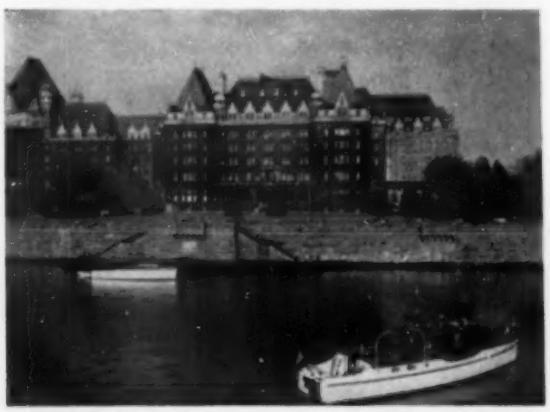
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- ☐ Please send invoice, including postage, with film shipment.
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-SM FACILITIES ROUNDUP

Lake Luzerne, N. Y.

Hidden Valley Ranch recently finished a $200,000 lodge to accommodate from 25 to 250 people for conventions. Lodge is equipped with projection room for movies, filmstrips or slide, movable partition, special lighting, public address system and blackboards.

Jacksonville, Fla.

Plans to renovate **Hotel Roosevelt** is to include a 650-seat banquet room and a formal supper club. Project is to modernize the entire hotel. Total renovation is to cost $1 million.

Las Vegas

Sahara is to build a 750-seat convention hall. Plans followed only a few months after the completion of its 14-floor annex. Other conference rooms will handle 750 conventioneers in addition to new hall.

Philadelphia

Near the Schuylkill Expressway, new $5-million **Marriott Motor Hotel** is slated to be erected. Plans include five private meeting and banquet rooms for groups from 10 to 700 people. Within short driving distance to the city's Convention Center, hotel's guest units will number 300.

Lakewood, N. J.

Convention hall to seat 1,200 people will be part of the new $2-million **Forum**, a 190-room hotel, motor inn, when completed. One of the developers, Sydney Grossman, says, "It will be operated on a year around basis." Motor inn is scheduled for completion by September, 1961.

Amsterdam, Netherlands

Hilton Hotels International announces its $5.5-million Amsterdam Hilton is well beyond foundation stages and will be completed by tulip season, April, 1962. A feature of the 279-room hotel will be its main floor ballroom to accommodate 450 guests.

Pocono Manor, Pa.

New lodge has recently been opened a few feet from **Pocono**

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FACILITIES ROUNDUP

continued

Manor Inn's main facilities. Spruce Lodge offers 38 guest rooms plus meeting room to accommodate 75 people. Room can be converted into an executive parlor with connecting bedrooms.

Denver

Two conventions can be held comfortably at once in **The Denver Hilton Hotel.** Its grand ballroom accommodates 2,000 people for meetings; 1,600 for banquets. Ballroom contains 10,000 sq. ft. and an additional 5,000 sq. ft. in adjoining assembly areas for exhibits. On the mezzanine level, there are six banquet and meeting rooms for 65 to 180 people individually, or a total of 575 if rooms are opened up.

Kiamesha Lake, N. Y.

New wing at **Concord Hotel** boosts facilities by 126 bedrooms and exhibit space to 50,000 sq. ft. Ground level of wing is a continuation of the first floor lobby, with separate registration desk. Scheduled to be completed by Thanksgiving is an adjoining building to wing to have a four-in-one meeting room, total capacity 700. Conventioneers can be housed in wing, separate from regular hotel guests.

Cincinnati

Executive Inn, $13-million motor hotel-commercial building, is planned for nearby Evendale. Hotel portion of project is to include a 1,200 seat convention hall and 300 guest units. Construction is expected to begin late Fall.

New York City

Loew's Theater, Inc., announces plans to build a second, bigger **Americana** hotel (50 stories) shortly after breaking ground on the first. **Americana West,** 7th Avenue at 52nd Street, will provide banquet facilities to accommodate 6,800 people. Main ballroom is to seat 3,000, 1,000 each in three smaller ones, and 38 private dining-meeting rooms of 25 to 300 capacity. Plans also call for a 30,000 sq. ft. exhibition hall on the street level. Guest rooms and suits will number 2,000.

Men are presently working on **Americana East,** Lexington at 51st

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FACILITIES ROUNDUP

continued

Street, a 21-story hotel with 800 rooms. Six banquet areas will cater to 600 people.

Houston

Motor hotel to cost $2 million is scheduled to be built at 9200 South Main by a group of city businessmen, called Falcon Enterprises, Inc. Project will include six buildings: restaurant (450 capacity), banquet hall, 150 sleeping units, private club and two swimming pools. Negotiations with two national hotel chains are going on to manage the motor hotel, when completed. Name for hotel is still to be picked.

Palo Alto, Cal.

Palo Alto Claremont is scheduled for completion by June, 1961. Plans for the $4.5-million resort motel has been filed with City Planning Commission. The 205-room motel will include a ballroom for 1,000 and four conference rooms.

Des Moines

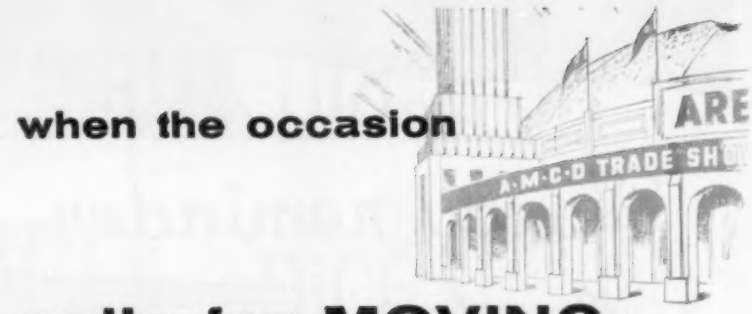
Motor hotel will be built across from **Veterans Memorial Auditorium** by The Boss Hotels Co. To be known as **Voyager Inn,** its first floor plans include a restaurant seating 200 and meeting room, capacity 200.

Puerto Rico

Hotel expansion programs abound. **Hotel Melia** in Ponce is building a 100 room addition; **La Villa Parguera** on the south coast plans 30 rooms more; **La Palma Hotel** in Mayaguez will add 150. New hotels on the island this year include: 136-room Dorado Beach (20 miles west of San Juan), 252-room **La Concha** and 170-room **Ponce Intercontinental Hotel.**

Houston

Hotel America, a new 250-room, 10-story hotel, is to be constructed in the city's Cullen Center. Hotel Corp. of America announced its hotel is scheduled for completion in 1962 to coincide with the expected completion of the first office building in Cullen Center. Estimated to cost $4 million, hotel will have private club facilities, plus meeting and banquet rooms.




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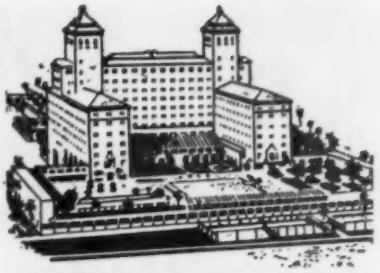
GROSSINGER, N. Y.

Three new shows were announced recently for next year. **American Bottled Water Assn.** will sponsor its new show along with its annual meeting. Show is slated for Riviera Hotel, Las Vegas, March 27-29. Early this year, ABWA had a modest display with its meeting. **Pacific Electronic Trade Show** is to be an annual event on the West Coast. It is scheduled for Los Angeles, Feb. 26-28, and is being sponsored by Western distributors. American Institute of Chemical Engineers **Petrochemical Refining Exposition** will make its bow in New Orleans. It will be staged along with 44th annual meeting of A. I. Ch. E. Dates are Feb. 26-March 1.

International Convention Planning Exposition, Nov. 29-Dec. 1, in Las Vegas, will be unique in many ways. Almost unheard of, advance registration which includes tickets to three luncheons and workshop seminars, will be free. Free registrations will be accepted up to Oct. 1. After that date registration will be $35. Twenty-six workshops are planned with each limited to 30 persons. Main speaker will be G. P. Speeckaert, secretary general, Union of International Associations. He will speak on European congresses and convention activities. Exhibits, which are planned in round island spaces, will have an international flavor, too. Exhibitors will include Royal Dutch Airlines and Holland Tourist Agency, as representative of foreign organizations, while U. S. exhibitors will include such companies as United Airlines, Pick Hotels, TelePrompTer Corp., Celebrity Management, Detroit Convention Services, Deauville Hotel, Flamingo Hotel, Florist Telegraph Delivery Assn., Freeman Decorating Co., etc.

Eastern Air Lines announces promotion of Henry G. Gobeil to Convention & Hotel Manager in its home office, New York City. Gobeil joined Eastern as a reservation sales agent at Washington, D. C., in 1946. Jefferson T. Dishough, Jr., moved into Gobeil's former position as District Sales Manager at Birmingham, Ala.

Several expansions and merger mark growth trend among exhibit builders. **Gardner Displays,** Pittsburgh, enlarged its sales meeting and convention service with the opening of Philadelphia office in the Land Title Building, Broad and Chestnut Streets. F. Dale Meeder heads the operation and James W. Waters is producer-designer. **Structural Display Co., Inc.,** set up headquarters in a new location 10 minutes from mid-town Manhattan. Its 1212 33rd Avenue, Long Island City, location gives company 50,000 sq. ft. of work area to expand design and production facilities. **Display and Exhibit Co.** also moved into new quarters, 1501 E. Ferry Street, Detroit. Quarters provide over 100,000 sq. ft. all on one floor. At the same time, Harry R. Schramm, active in Detroit's show and exhibit field, was appointed manager of shows and conventions in the company. Chicago merger between **Kitzing Studios, Inc.,** and **McAleer Displays, Inc.,** combines the knowledge and talent of the two organizations. McAleer Displays, Inc., had been the oldest established display house in Chicago. Combined operation will be directed by Fred Kitzing.



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In New Orleans .....The Royal Orleans (Opening September 1960)
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Despite labor difficulties, Florists' Telegraph Delivery Assn. opened its national convention in Detroit's new $54-million **Cobo Hall,** last month. Dearborn Machinery Movers, an unsuccessful bidder for the labor contract, sought an injunction against the city to prevent its awarding someone else a five-year contract. Circuit Judge Carl M. Weideman ruled a temporary, 30-day contract could be signed by the city to allow the florists' convention to open. Stephen F. Kish, manager, Civic Center Commission, states the exhibit hall structure will be fully completed by September 15. National Auto Show moves into hall next month.

Philip E. M. Thompson submitted his resignation as manager of **Atlantic City Convention Hall** to become effective next Feb. 28. He has been on the convention staff since it opened, May 1929. Thompson reached retirement age last January. Reason given for leaving is "to take it a little easier." He said he offered his resignation early so the commission would have plenty of time to select a suitable successor.

National Premium Buyers Exposition has been rescheduled for **Navy Pier,** Chicago, in 1961. Decision to again use the pier for its April 10-13 show was based on a recent survey. Show exhibitors were asked to check their preference of the following Chicago locations: Navy Pier, McCormick Place (to open this fall), and convention hall addition to Conrad Hilton (under construction). "Better than 90% voted to return to Navy Pier. Lakefront Auditorium was second," reports Mrs. Ruth Hall, A. B. Coffman Associates, Chicago.

Same badge and same registration fee admitted visitors to **Product Engineering Show,** at Chicago's Navy Pier, and **Machine Tool Show,** at International Amphitheatre. Shows ran concurrently Sept. 6-16. Clapp & Poliak, Inc., New York City, managed both shows. Separate facilities for each show are necessary since no exposition hall is available that can house both.

Plans for new auditorium sprinkle country, which is some indication of growth of potential convention-exhibit business. Baltimore Civic Center will have about 150,000 sq. ft. of exhibit space, 70,000 sq. ft. on one floor. Fifty adjacent meeting rooms will hold 100 to 700 people each. Plans call for banquet facilities to serve up to 6,000 people. Permanent seating capacity will be 10,000, plus 3,000 temporary seats. Further south, plans for a city auditorium have been revived in Valdosta, Ga. Project had been sidelined for more than three years. Voters approved an $800,000 bond issue in 1957 for a new city hall and auditorium. The city hall was built, but the auditorium never got off the ground. Funds available for the building are $150,000 less than needed to build the auditorium. Orlando, Fla., voters will decide this November whether the city will issue over $1¼ million in bonds for a 2,800-seat auditorium. Over-all program may go on to include renovation of present auditorium to serve as an exhibition hall. In the Midwest, Indianapolis employed architects to make preliminary studies for a $16-million civic auditorium. Half of $70,000 appropriated for the study is paid by the city, other half by the country. At Long Beach, Calif., voters favored the city to use its over $1½-million oil-well income to build the proposed auditorium annex. Plans call for the annex to seat 12,000 and include a more than 50,000 sq. ft. exhibit floor.

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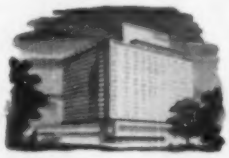
Whether you're ten or two thousand, plan to get away to a spot where you can buckle down when there's buckling down to be done . . . let loose and relax when the day's work is over. And remember, it's hard to resist a convention call when you offer delegates the chance to get away from it all, to Caribbean sun or gay Montreal.

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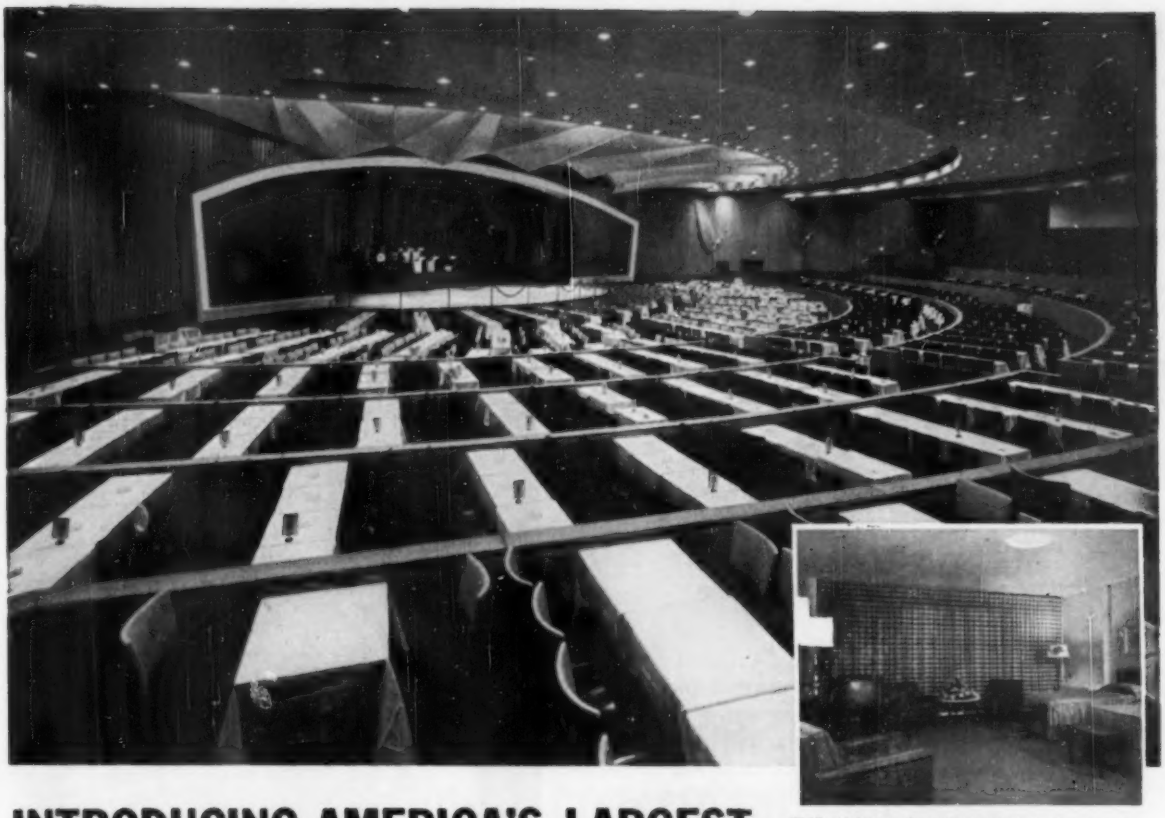
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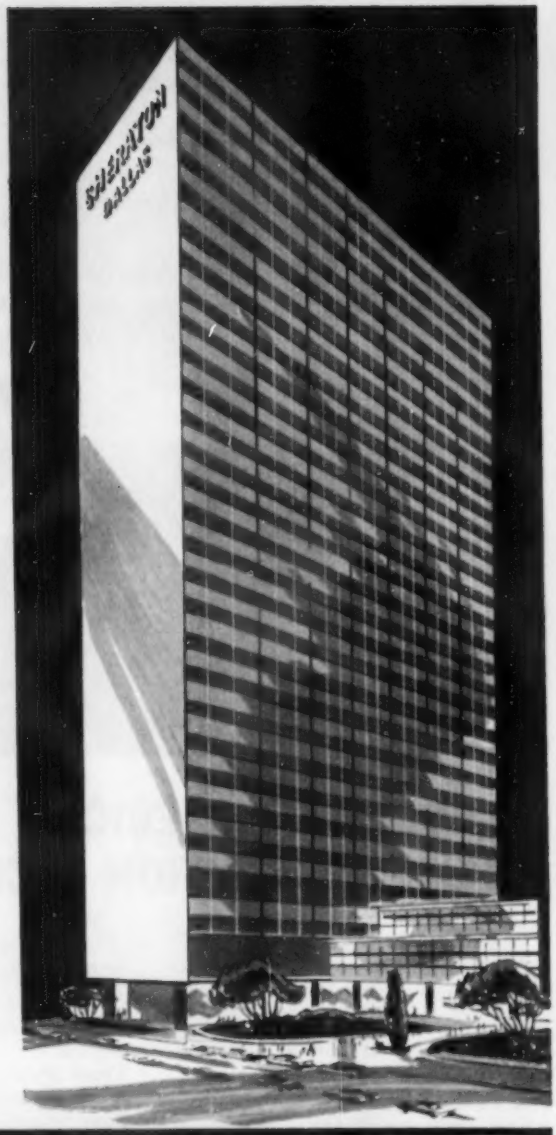
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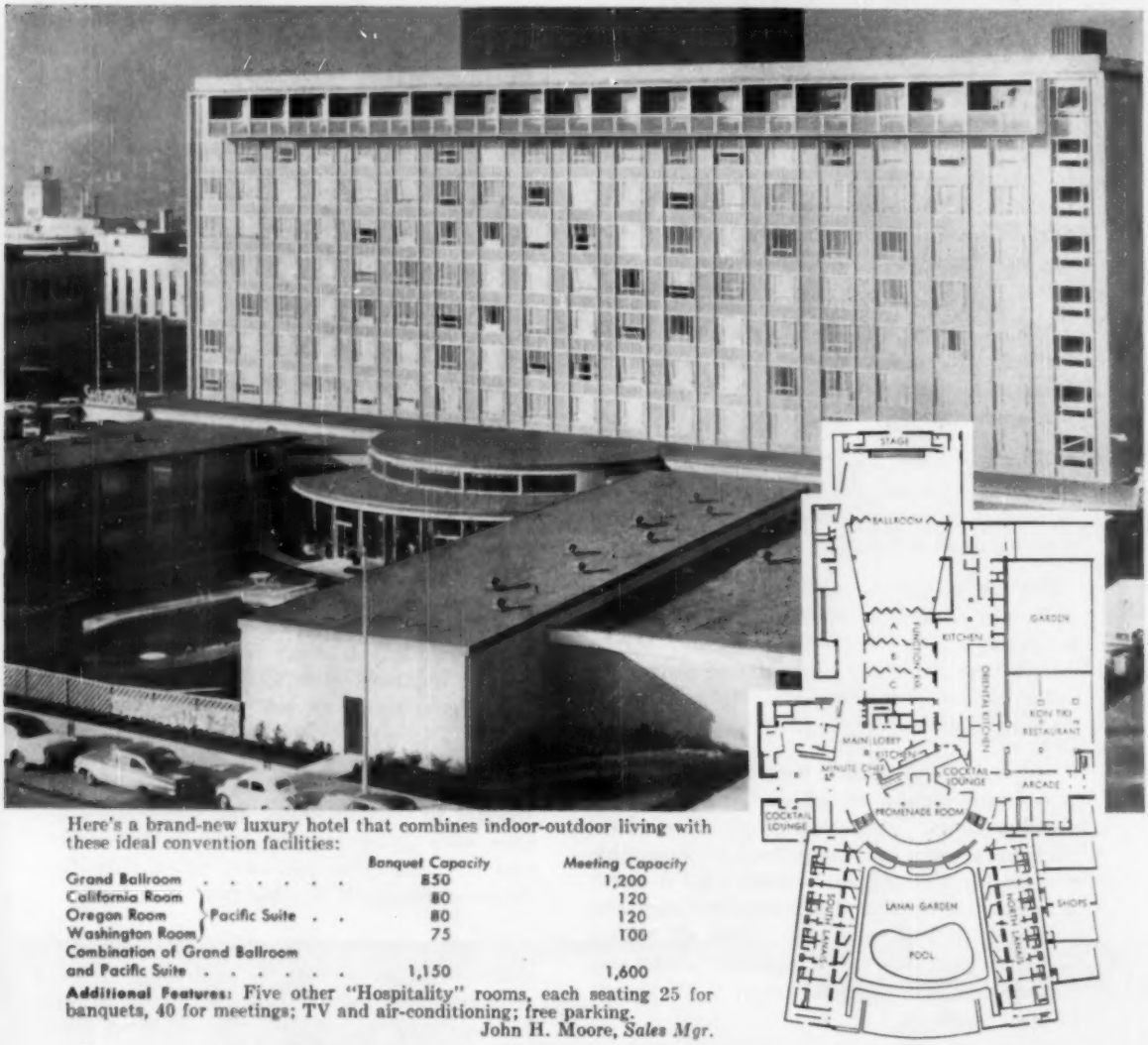
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SEPTEMBER 16, 1960

AS THE EDITORS SEE IT

Why Are Small Meetings So Big?

IF YOU haven't picked up the trend toward big, small meetings as you read these pages regularly, keep your eyes and ears open for the next few months. More companies are spending more money on small meetings than ever before.

What's the logic of spending a lot of money for a meeting of less than a dozen men, we've been asked? Isn't it rather silly to put on a big production for 10 men?

Why is it being done? Are the growing number of companies that stage elaborate (and somewhat expensive) meetings for few men wasting profit dollars?

On the surface, it would appear that some ambitious marketing men with small sales forces are trying to ape the giants in industry. Maybe they are reading these pages all wrong; copying what big companies do with big sales forces instead of sticking to simple meetings.

Dig below the surface, however, and you get a different picture of what's behind the big, small meetings. The logic is simple. If you have 10 men on your sales force, each is responsible for roughly 10% of your volume. Isn't it worth a substantial investment to stimulate a man who represents 10% of your sales. After all, with a big sales force, when you stimulate a man you just spark a salesman who brings in 1% or less of your business.

Agree that it's worth an investment in an elaborate meeting when so much is riding on each man in the audience. But does the big meeting work for a small group?

It does and here's why: At a giant conclave, your big sales force has come to expect something special. For one thing, it is difficult to get a message across to a large audience without elaborate visual aids and showmanship. But with a small group it is different. Special effects, drama and spectacular presentations are not expected. So each bit of showmanship stands out.

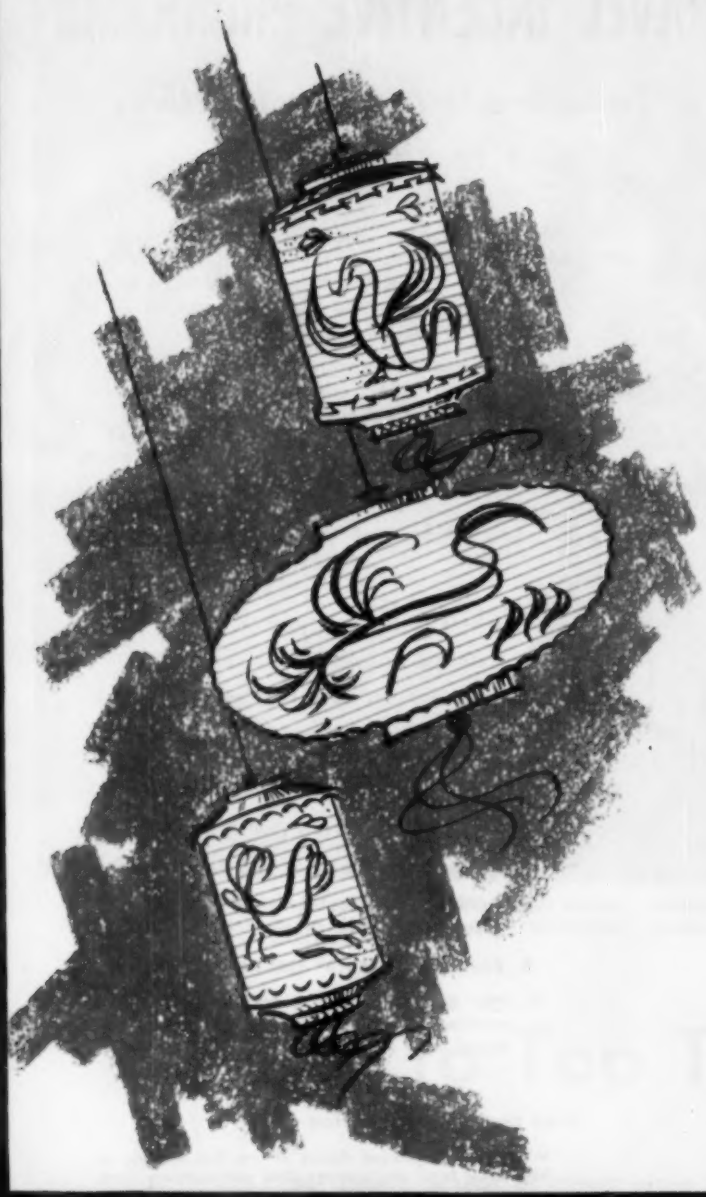
For instance, when a lovely model strolls across a stage with a new product in tow, this is ordinary fare for an audience of 200. But, when the same girl walks before a dozen men with the new product, this is exciting. When sterophonic sound envelopes eight men as a fanfare to introduce the sales manager, this makes whatever he has to say doubly important.

It is not simply the props and staging that creates special values at a small meeting. It is the planning that goes into such a meeting that gets results. Most small meetings are thrown together. They are series of speeches or rambling remarks. (It never seemed important to prepare anything when all you have to talk to are 10 guys you've worked with for years.)

However, when you plan something special in stage effects, it means you have to give thought to your message, your meeting objectives, your timing and your pace. Extra thought you put into these elements rather than the showmanship itself is what pays off.

When a meeting runs like clockwork and shows evidence of careful planning and substantial investment, it can't help but impress your audience with the importance of the event and its objective.

That's why you will see more big, small meetings in industry. That's why such figures as "average company spends $33 per day per man at a national sales meeting" can go out the window when just eight men are in the audience. That figure may go up to $100 a day. It could be worth it – and many marketing executives can prove it.



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A WELL PLANNED INCENTIVE PROGRAM CAN: (1) give you a larger share of an existing market; (2) increase sales volume; (3) dispose of obsolete products; (4) strengthen distribution channels; (5) combat price cutting; (6) increase sales outlets.



"I HOPE I GET IT," is what man in center seems to be saying to himself at Pfizer sales meeting auction. Stock certificates earned during meeting were cashed in last day for play money with which men could bid for popular merchandise.

Try to Top This One

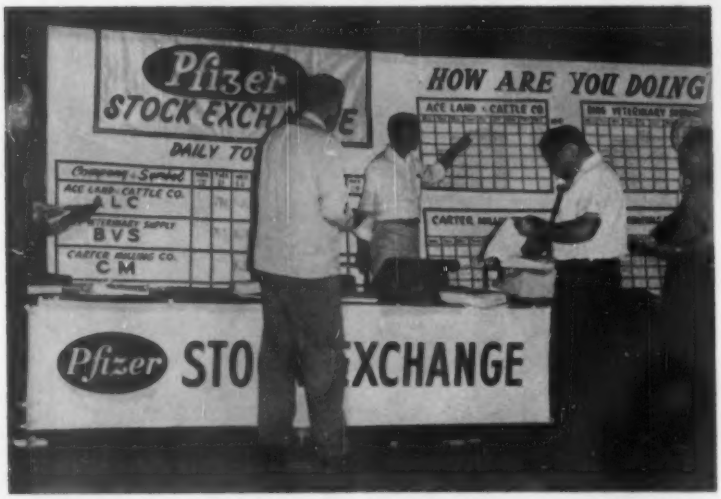
Pfizer builds dozens of clever ideas into its meeting. Problem was to merge two sales forces into one and to give each product knowledge had only by the other. Meeting took 10 days but was kept bright and sparkling with stock exchange theme and prizes.

By HUGH O. DERMODY
Asst. Gen. Mgr., Agricultural Sales Div., Chas. Pfizer & Co., Inc.

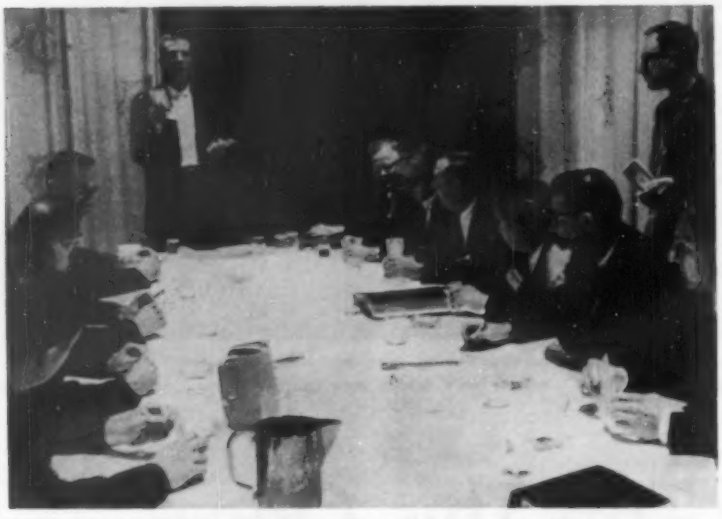
WHEN YOU'RE putting up a house you don't just let it grow like Topsy. You build it carefully from the ground up.

It's the same with sales meetings. At least that's the way we put our sales meetings together at Pfizer.

Take our most recent meeting held in Miami Beach this past summer. It was built up piece by piece with all the parts being solutions to problems inherent in a sales meeting or



"BIG BOARD" lists cumulative and daily totals of shares earned in Pfizer's four mythical companies. Postings are located at entrance to main hall.



"GIVE that man $10," says lecturer. Play money awards go for correct answers in review session final day. Men gamble "money" at breaks between sessions.

to sales and marketing problems that prompted the sales meeting in the first place.

Sales Problem

First let's look at the major sales problem we set out to solve with the meeting.

Two of our sales divisions which in the past had closely paralleled each other's functions had been merged into a single unit. One of these groups had sold our line of veterinary products. Other group sold feed supplements and animal health products. Entire sales of this last group were in the agricultural market. Major portion of sales of the veterinary group were also in the agricultural area.

Idea to merge the two was to eliminate duplication and to create a new sales force strong enough to make more sales than would be the result of simply adding the sales of the two groups together.

But merger created problems. Each group would be handling not only its traditional products but a whole line of brand new ones, too. New territories were necessarily assigned. Each man would be calling on entirely new types of customers in addition to those with which he was familiar. And because of new territory assignments, many men would be working in new competitive situations.

In addition to this, it was implicit in the merger plan that no momentum be lost; that it not take six weeks or six months for the new organization to start topping the combined sales of the former independent groups.

These then were the basic problems we set out to attack with our sales meeting. They were the same as a list of "conditions" given an architect by his client.

Ideal Solution

To begin with, a sales meeting was the ideal solution to one of our toughest problems: territory realignment. Having all the men together in one place at one time, we could have them pool their knowledge about their territories. Thus we could offer the combined body of experience of all 115 men.

Our foundation was the classroom instruction technique. This was because the most basic problem was salesmen's lack of familiarity with roughly half of the products they would be handling. Our staff of agricultural and veterinary scientists and our headquarters people got together and told us about how long it would take to cover the required course material and physical aspects of the meeting. This gave our meeting some dimensions—10 days, all day long, to be exact. We tested their suggestions by having a three-man team conduct a miniature dry run in the hotel about a month and a half before the meeting.

Long Time to Hold Attention

But with a 10-day meeting in sight, we knew that some means would have to be found to keep the men on their toes all the way through. Ten days is a long time to pour technical information into a man and expect him to keep his eyes open.

Now just as walls of a house support the roof, we found that the answer to keeping the men interested was also the solution to the over-all problem of making the men merger conscious; of welding a brand new sales force out of two divergent groups. Here's what we did:

We ran a private stock exchange—and without any authorization from the Securities and Exchange Commission.

Point of our Pfizer Stock Exchange was to give us a system to reward individual and group initiative — to motivate salesmen to stay on their toes and to get the two separate groups to work together.

Here is how it worked: As the 115 salesmen registered at the hotel, they were assigned at random to one of four "companies." Each of these

companies was made up of men from both of the two old divisions as well as from different parts of the country.

All four companies started the sales meeting without any stock. Each was "capitalized" on the basis of performance by all its members in tests and quizzes given after the classroom lectures. In addition to the stock accumulated by each company, individual members of each company received stock in their company on the basis of their individual performance each day. It was explained to the men that at the end of the meeting, stock held by each company would be distributed among its shareholders according to their over-all performance. Thus each man had a double interest in seeing that he did well. High scores in daily tests meant more individual awards and it also built up the total capitalization of a man's company so that in the end he would be able to share in a bigger pot of gold.

And the pot of gold that made all this worth while was a long list of valuable prizes such as a complete Polaroid Land camera kit, portable typewriter, expensive electric percolator and a floor waxing-polishing machine for home use and 25 other valuable awards.

Bid for Prize

How were the men to get these prizes? By translating their stock certificates into "money" with which they bid for the prizes during an auction scheduled for the last day. So that no one would miss the point, all prizes were displayed at the opening session of the sales meeting and rules of operation for the Pfizer Stock Exchange were explained. They were also written up in a booklet given each man as he registered at the hotel. Another reminder came in the form of an every-other-day "newspaper" printed and distributed right in the hotel, and we had our own "Big Board" so that the men could see how their companies stood. On this we marked the number of shares each company acquired each day as well as the cumulative totals. Share holdings were revised every day and the "Big Board" was posted at the entrance to the main "lecture hall" where everyone saw it at least three or four times a day.

Stock Certificates

An air of realism was given to the whole stock market operation by using actual stock certificates (for fictitious companies of course) printed in New York. We even had a ticker tape machine on hand adjoining the Big Board. Same brokerage house that supplied the ticker tape machine also gave us a supply of literature on the operations of the real stock market.

Pfizer Stock Exchange was a natural for our meeting. For one thing, Pfizer has always been a company which has encouraged its personnel to participate in stock purchase plans. On top of this, Pfizer stock has been particularly active on the stock exchange in recent years so the men by and large were interested. But the main gimmick was the eventual merger of the four fictitious companies. This was planned for the final day along with the auction. We thus made the men merger conscious – emphasizing again the merger of the two sales groups.

In addition to the stock market program, we strengthened the feeling of "dynamic togetherness" we were out to establish in other ways – ways that also served to impart product information and maintaining interest.

Men Paired in Rooms

For one thing, we carefully paired off our salesmen into the hotel's rooms. Each room was shared by two men, one from each division. This led to lots of after-hours talk about the different aspects of handling the different product lines and about the different kinds of customers on which each would call.

We also kept a sports program going after class sessions finished every day. Here we divided the men by geographical region rather than by their "company" assignments. This was done so as not to dilute the stock exchange theme. (That was planned to revolve around education aspects of the meeting.) However, each of these regional groups was composed of men from both divisions to make for more informative give and take. There were prizes for the sports program too – trophies.

Regional divisions also produced our entertainment program, one of the highlights of the sales meeting. Each of the four regional groups plus the New York headquarters group put on a show for the rest of the men on five different evenings. Men from both divisions planned and executed these programs. The men had merger on their minds even here and many skits were built around the former separateness of the two groups and their forthcoming togetherness. A prize went to the winning regional entertainers as well.

Regional sports and entertainment programs had another function, too, just as walls of a house not only hold up the roof but also support windows and doors. By keeping the men oc-

(Continued on page 147)



QUIZ on veterinary medicine is given "students." Scores determine how much stock a man is awarded every day as part of the meeting's incentive.

Box Score For Sales Training Today



"FREQUENTLY the course of a conversation may change abruptly. Salesman may uncover a change in attitude or a complete change in interest from that which he expected. If such is the case, he must change his tack," says R. H. Zion, Mead Johnson.

OUT – Canned Pitch

IN – Creativity

DOWN – Product Knowledge

UP NEXT – Management Techniques



"KNEE INJURY put me in a hospital but not out-of-action," reports Brown Forman's Paul Craige, "I taught sales trainees in sessions via leased telephone line as my assistant used visual aids on cue."



"TRAINING with group participation insures 'something happening

WHAT'S the big need in sales training today, basics in salesmanship or more product knowledge?

If your training meetings reflect too heavy a dose of "product," you're out of step with the advanced thinking of America's top sales training specialists.

As Thomas W. Guinivan, sales training manager, Baxter Laboratories, Inc., Morton Grove, Ill., explains it, there has been a change in the philosophy of sales training executives over the past 10 years. "Some while back," he says, "it seemed that most sales training people were spending 90% to 95% of their time on product knowledge training and on the mechanics of the job other than sales technique. Perhaps this philsophy was developed as a result of the 'easy selling era' during and following World War II. As we are all too well aware, it took little more than very elementary product knowledge to 'sell' in this era of shortage.

"'Salesman's recession of 1958' focused the spotlight of management attention on the fact that the 'Great American Salesmen' had become the 'Great American Order Taker.' A realistic approach to this problem was a return by sales trainers to teaching basic salesmanship.

"This trend is expanding," Guinivan points out, "and it is creating once again, the creative salesman, type of salesman that originally made our economy the strongest in the world.

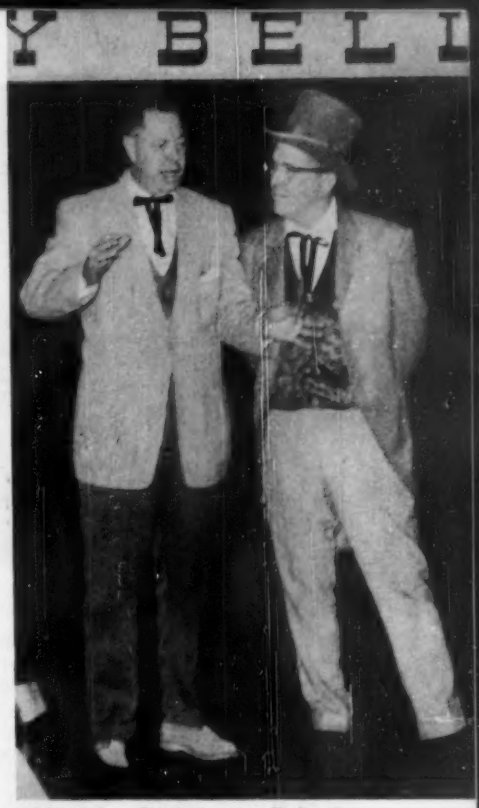
"For this year and for many years to come," says Guinivan, "I believe that we will be teaching and practicing the 'basics'. We will swing away from the 'canned sales pitch' which bridged the gap from the postwar order taker to the trained salesman who can think for himself and can inject his own personality into his sales presentation.

"Canned sales presentation which is so popular today in my industry (pharmaceuticals)," Guinivan points out, "was a necessity which has outlived its usefulness. Its continued use by a company is tantamount to self-condemnation of the company's recruiting, selection and training program.

"Sales training has reached maturity and we professional trainers can certainly teach men more than product knowledge and memorized pitches. We can teach them to think, to react in their own manner to situations and to put the power back into salesmanship that was lost nearly two decades ago. We shall accomplish this by emphasizing basic psychological salesmanship and helping each man to use his own particular talents to his (and the company's) best advantage."

More Pressing Area

Trainers, today, do not discount product knowledge as important to training meetings. They simply want to focus attention in an area that is more pressing. "There is nothing wrong with product knowledge and/or product demonstration as such," says Horace Russel Smith, assistant



"OUR sales division is staffed primarily with technically educated men who more or less consider the mundale techniques of selling rather uninteresting," explains R. E. Brady, DuPont (left). "Show boat theme trained men almost unknowingly."

"MEN make actual telephone sales calls to test techniques learned while balance of class listen in adjoining room on monitoring device. Class hears salesman making call and customer's response," says A. F. Durand, General Tire, Akron, O.



nments N. Schenet, Intl. Minerals.





"WE SUBSCRIBE wholeheartedly to the statement, 'If the salesman hasn't learned, the instructor hasn't taught.'" There are exceptions, of course, W. G. Strathern, Eastern Gas, points out, "but our experience is that we come out pretty well when we follow all the fundamentals."

agency vice-president, The Connecticut Mutual Life Insurance Co., Hartford, Conn., "but unless the salesman has conducted a customer-centered interview, he should not be surprised if he finds himself out in left field.

"It is only natural," says Smith, "that unless the customer identifies a real need or a real problem which the offered product or service will meet or satisfy, he cannot help but respond with the customary 'no need' or 'no interest.'

"Perhaps the greatest weakness in sales training as well as its biggest challenge," Smith declares, "is in the area of helping the salesman to use imagination, resourcefulness and ingenuity to develop a client-salesman relationship.

"It isn't a question of soft sell or hard sell, but rather one of smart sell," says Smith. "We certainly do not imply by the term smart sell anything snide or sharp or deceitful; but on the contrary, smart sell is typical of a smart salesman who wisely and intelligently helps the customer to buy what he most certainly needs. Thus, with every sale he builds a lasting relationship from which repeat business cannot help but continue."

Need To Be Creative

Need to train salesmen to be creative is a prime objective for many trainers. Salesmen have to be trained to be sensative to new situations that can lead to sales. "A salesman must be conscientiously alert to reactions of his customer," points out Roger H. Zion, sales training director, Mead Johnson & Co., Evansville, Ind. "Frequently the course of a conversation may change abruptly. The salesman may uncover a change in attitude or a complete change in interest from that which he expected. If such is the case, he must abruptly change his tack. To realize his potential, he must be alert to these customer reactions, respond to them and take advantage of them. By asking question and by 'feeling out' his customer, he can 'stumble across' new uses for his products and new appeal which he hadn't previously known about."

Creative salesmanship can be taught and special sessions on creativity are part of Mead Johnson's training program. "In our experience, these creative sessions have been uniformly beneficial," says Zion. "Not only have we been able to solve our selling problems, but our men grow and develop as a result of expanded awareness of their abilities to solve their problems as they arise.

"One of the major benefits of this whole creative thinking process," Zion reveals, "has been that we find solutions to problems other than those we were specifically working on. We solve problems long neglected and previously thought to be unsolvable."

Better sales training sessions are a necessity. The times demand it. "Most industries are finding their selling costs climbing," says Ian E. Mc-



"WE HAVE found it profitable to include engineers, order correspondents and accounts in some sales training sessions," states K. R. Vaughn, Carrier Corp.



"MOST industries are finding selling costs climbing. Where costs are increasing, we need more productive sales time for each of our salesmen. Again, this comes down to better sales training," says I. E. McLaughlin, Cal. Packing.

Laughlin, sales training and personnel manager, California Packing Corp., San Francisco. "Where selling costs are increasing, we need to have more productive sales time for each of our salesmen. Again, this comes down to better training."

Train Non-Sellers

If salesmen need to know more about salesmanship, maybe it would help others in the company to know something about it, too—especially those who meet the public. This is the idea behind a program by Carrier Corp., Syracuse, N. Y. "We have found it very profitable to include non-selling personnel in some of our sales training sessions," reports Kenneth R. Vaughn, director of sales training, Carrier Corp. Such personnel includes engineers, order correspondents, and even accountants."

One spot often overlooked is training followup after a new promotional program is introduced. "Recent experience has proven to us," says Vaughn, "that sales training as a simultaneous adjunct to promotional programs is one of the more profitable applications of the training function. Too often, we feel, good promotional programs have fizzled because the marketing staff felt its job was done with the completion of an enthusiasm building presentation of the program. Our distributor and field personnel have enthusiastically welcomed shirt-sleeve now-that-we've-got-it, what-are-we-gonna-do-with-it workshop training sessions."

Personal Dedication

If sales training seems more intense in industry, today, it simply reflects, in part, the dedication of professional trainers. They can't be stopped and little seems to slow them down. For instance, Paul S. Craigie, manager of sales training, Brown-Forman Distillers Corp., Louisville, couldn't let a simple thing like an operation keep him out of action. He leased a telephone line from his hospital bed to the company's meeting room where a loudspeaker carried his lecture on fundamentals of selling. He spoke for over two hours one morning and two more hours during an afternoon session a few days later. While he spoke, his assistant used visual aids to follow the talks at the five-week sales training course.

Trainers take full responsibility for results. As W. G. Strathern Eastern Gas and Fuel Associates, Boston, says, "We subscribe whole heartedly to the statement, 'If the salesman hasn't learned, the instructor hasn't taught.'" There are exceptions, of course, Strathern points out, "but our experience is that we come out pretty well when we follow fundamentals."

This matter of fundamentals crops up all along the line, today. Reason



"NO LONGER is it enough for sales training centers merely to train salesmen to sell. Growing trend to place former sales managers in top management positions calls for executive development in the trainee," suggests E. F. McShaffrey, Sun Oil.





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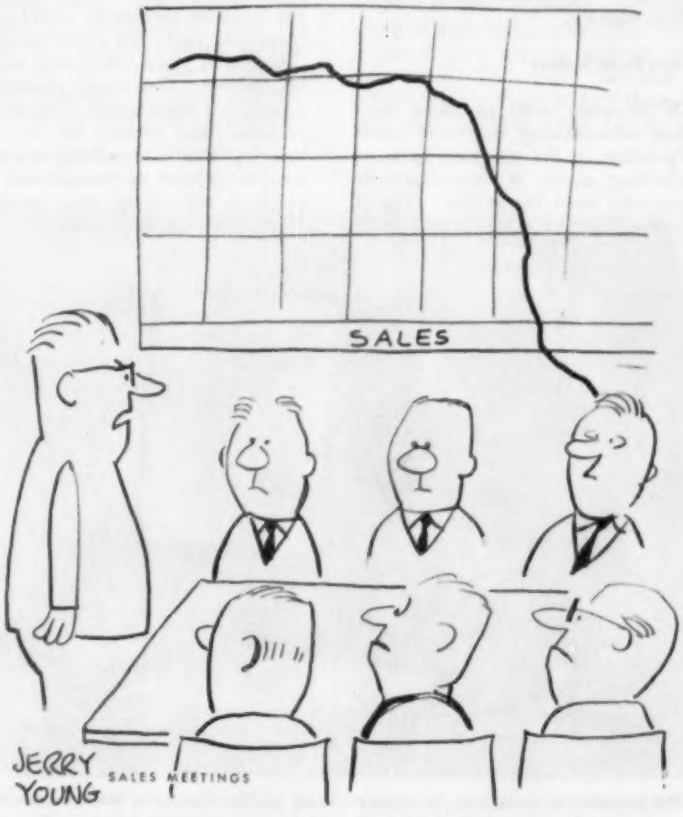
is simple. "Companies can no longer depend on their salesmen to sell 'by instinct,'" says R. F. Taylor, director of sales training, Ditto Incorporated, Chicago. "Instead, there must be formalized methods to present the story in the most efficient, skilled fashion to attain maximum performance from each contact."

Most training programs, says Taylor, are organized into four major sections: (1) product training—what it is, how it works; (2) markets and applications—who needs it and for what purpose; (3) sales techniques—how to sell the product; and (4) time management—how to use knowledge in the three previous sections to get maximum productivity.

As Taylor explains it, "Weakest section of many training programs is in the area of sales techniques. Most important training requirements today, and in the future, are to correct this weakness. Trainers and sales management must devote more time, money and attention to: (1) training salesmen in sales techniques; (2) training field supervisors to train, supervise and evaluate training of their men—particularly in sales techniques."

Many trainers make a big distinction between training and teaching. They reject one-way communications. "Training, or what passes for training of salesmen is going on all the time and at all levels in industry," says Neal Schenet, manager of merchandising, International Minerals & Chemicals Corp., Skokie, Ill. "But too often what is formally called training consists of an isolated activity, remote from the rest of the marketing operation, and frequently is no more than a speech, oration, harangue, or other platform presentation to a captive group—a group from whom no response is expected or permitted. And the group has had no part in determining the subject matter being handled.

"To me, three factors about sales training today and in the future, if it is to be effective, are: (1) It must be real training, with group participation techniques used to insure 'something happening;' (2) It must be based on the needs of the group—as learned from the group; (3) It must be integrated into the total marketing activity, rather than something apart from reality, the job situation."



"Some of you may be wondering why I scheduled this meeting..."

Situation reality in training emerges stronger than ever today. The General Tire & Rubber Co., Akron, for instance, has a program it calls "combat training." A. F. Durand, manager, sales training and personnel, explains it. "Following the usual education in formal classroom coverage, we give salesmen the tough job of putting training into practice. In the course of this 'combat' period, salesmen put to practice the telephone techniques to secure an appointment for a presentation to the buyer of a new automobile to convince him that he should replace the brand new tires on his automobile with the premium tire, the General Dual 90." Following the appointment, the men go out equipped to make a sale.

"We have found this combat type of training the best possible method we have ever used to develop confidence in General's merchandising and selling programs," says Durand.

General's combat classes are limited to 20 salesmen. While a man is on the telephone to line up an appointment, other trainees are in another room to listen in to both sides of the conversation. Men rotate on the telephone.

Takes More Than One

It takes more than one man to train properly, most trainers agree. "Action in sales personnel development is best accomplished through participation of all parties in the planning and execution of any of the activities," says Howard L. Bayne, supervisor sales training services, American-Standard Plumbing and Heating Division, American Radiator & Standard Sanitary Corp. "Co-authorship is vital to success," Bayne declares.

"Sales personnel development is accomplished with people, not things," Bayne points out. "Success depends heavily on personal factors of people in training—supervision, inspiration and leadership. Unlike advertising which substitutes 'things' for people, sales personnel development can use media or things only as tools to develop competent people."

There's little question but that training should be a constant process. If there isn't somebody going through the "mill" regularly, sales productivity suffers. At Surgical Products Div., American Cyanamid Co., Danbury, Conn., for instance, you usually find a group of 10 or 12 "strangers" wandering around the plant. "Every six weeks last year and once every two months this year a group of salesmen are brought to Danbury to learn how to sell better," says E. John Larson, manager, sales promotion and train-

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ing. "Normally, groups are composed of both new and old salesmen." For the new ones, orientation sessions are thrown into the program to acquaint men with the company, its policies and procedures. New salesmen must spend at least a month in the field before they are brought in for training.

"In this way they learn first hand what kind of problems they are going to be faced with," says Larson, "and they are eager to get answers when brought into the training program."

What do you do with highly sophisticated salesmen? What training methods do you use on them? You apply science, according to Raymond E. Brady, manager, sales training, Polychemicals Dept., E. I. du Pont de Nemours & Co., Inc., Wilmington, Del. "In our particular case, our sales department is staffed primarily with technically educated men who more or less consider the mundane techniques of selling rather uninteresting. This poses a challenge to our training people as to how to cover the basics of selling in a sophisticated, mature manner.

"We have had some success with programs that attacked the selling problem from the scientific point of view: 'Psychology in Selling,' 'Customer Motivation,' 'Trait Analysis.'

"On the other hand," Brady reveals, 'a recent sales meeting was quite successful with a show boat theme held aboard the SS Delta Queen, renamed SS Seedy Belle (after our director of sales, C. D. Bell). As we sailed from Cincinnati to Louisville, by means of skits, we drew the contrast between the old-fashion, drummer-type salesman and the the present-day salesman. By use of irony, sarcasm and humor, some telling points were made. Our men were being trained without their realizing it.

"We feel our problem is to develop basic skills of professional salesmanship in intelligent and interesting programs" says Brady. "This challenges our ingenuity."

More Salesmanship

As trainees progress, they should be exposed to more salesmanship techniques. While training starts out heavy on knowledge and light on salesmanship (80%-20%) at Scadinivian Airlines System, "this balance



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shifts with accent on salesmanship becoming more predominant," reports Aurthur M. Yule, sales training and procedures manager.

"We believe that most of us spend too much time in teaching and not enough time training," Says Yule. "To often information is provided and discussed by the instructor. The student can do the job while in class. However, is he trained sufficiently to use this knowledge on the job? In our opinion," says Yule, "this is the major task for the future in this highly competitive field of ours." (SAS in New York City is now preparing to handle 800 students over the next 12 months.)

Executive Potential

For some companies, training is not to produce good salesmen only, but to create potential top executives. "No longer is it enough for sales training centers merely to train salesmen to sell," says E. F. McShaffrey, manager, personnel development department, Sun Oil Co., Philadelphia. "Growing trend in industry to place former salesmen and sales managers in top management positions of great responsibility calls for development and exploitation of executive growth potential in individual trainees. Should they become tomorrow's corporate managers, sales personnel will be expected to manage the many and varied facets of corporate life. This will require leadership qualities. Ability to handle all phases of corporate management—production, distribution, sales, finance—will be necessary.

"If training managers are to keep pace with this trend," McShaffrey points out, "they must strengthen current training courses as well as devise new methods aimed at developing the fully-rounded organization man capable of meeting tomorrow's executive challenges.

"What tools or techniques will be required? Certainly, visual aids will play an increasing important role. Universities, too, will be called upon to step up and broaden their on-campus training of executives. But the real challenge," declares McShaffrey, "will fall to the corporation training manager to be flexible in his methodology and responsive to changing times and circumstances." ◆

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"NUCLEAR power" panel and meeting is set in motion by Miss Wisconsin '60.

How Far Can You Go For Just 8 Men?

HOW FAR should a company go to put on a really outstanding and exciting sales meeting for its salesmen?

Is it worth while, for example, to spend a basic $500 per man on a sales meeting -- exclusive of travel costs, meals, housing?

Wright Saw Division, Thomas Industries Inc., gives a resounding "yes" to this question. Here's what happened at the division's recent sales meeting in Sheboygan, Wis., where Wright Saw has its manufacturing headquarters.

Given a budget of $2,000, Wright Saw division put on a gala three-day "Nuclear Power Sales Show" for only eight salesmen. Festivities included smoke bombs, flashing lights, a Miss America beauty queen runner up, slide presentations, fancy sound effects and actual felling of trees in a wooded area.

While there were other costs involved such as travel expense, collateral printed materials and field kits, the basic three-day meeting was kept within the $2,000 budget.

Interesting part, of course, is that there were only eight salesmen present, although Wright Saw's sales are national. For this comparatively small numerical group Thomas Industries was willing to have its top advertising, sales and merchandising (product line) executives involved, to do two months of planning, and spend $500 per man on the basic meeting. Wright Saw and Thomas Industries personnel actually outnumbered the sales staff by nearly three-to-one at the meeting. In fact the format was such that it could easily have accommodated 100 or more salesmen.

The meeting, considered extremely worth the investment by Thomas Industries, provides answers to such important questions as:

- How much can a company realistically afford to spend on a sales meeting?
- How much per man?
- How many salesmen are needed at a sales meeting to make it worth the investment in time, money and personnel?
- Is it expensive to get a beauty queen? How much do slides and sound effects cost? Are they worth while?
- What are some inexpensive ways of dramatizing a meeting and creating excitement?

"Bill of Particulars" for the physical properties of the Wright Saw sales meeting breaks down something like this:

Photography (primarily for slides)	$500.00
Artwork (primarily for slides)	200.00
Recordings and sound effects such as thunder, lightning, etc., keyed to slides and other phases of the meeting	500.00
Miss Wisconsin of 1960, Mary Alice Fox, who was runnerup in the 1960 Miss America contest	100.00
Lighting	50.00
Three luncheons, including Bratwurst Fry	200.00
Catering service for coffee breaks in woods	50.00
Transportation	—
Leasing of wooded area	—
Meeting room rental	100.00

$500 per man—exclusive of travel, meals and housing costs—too high a price to invest in a meeting? Not for Thomas Industries. When its salesmen leave the meeting, they have to be prepared to stage distributor sessions that really sell saws.

Special items:	
Tent for meetings	$100.00
Rocket motif for tent	25.00
Exploding nuclear power board	20.00
Smoke bombs	10.00
Firecrackers	5.00
CO_2 fire extinguisher	—
Helmets	25.00
Signs, props, etc.	20.00
Microphone rental	35.00
36 chairs	36.00
Miscellaneous	13.00
	$ 289.00
	$1,989.00

Several of the items should be explained further.

Actual cost of buying chairs was $4.95 each, for a total of $176.40. However, following the meeting, chairs, which were bright aluminum lawn chairs, were sold to employes in Sheboygan at $1.00 off cost. Thus those attending the meeting were seated comfortably at a cost of only $1 per man.

In order to have Miss Wisconsin on hand (who, incidentally, comes from Sheboygan) it was necessary only to contact her agent in Milwaukee, give him the location and time of the meeting and in general what role she was to play in the meeting.

The tent was rented from a local supply house with the cost including erection by the rental agents.

Transportation cost nothing as company station wagons were used.

Wooded area was arranged for by offering to clear out some of the undergrowth and cutting down trees marked in advance by the owner which needed to be removed in the normal thinning out process.



THREE features of the new Wright Blade Saw were dramatized by the use of the three signs. Factory representatives each sawed down a tree then moved into tent meeting to demonstrate the particular feature mentioned on his sign.

Planning for the meeting began several months in advance with preliminary discussions between three Thomas Industries vice-presidents – Thomas Fuller, general sales; Otis Zumwalt, merchandising; and Del Wakeman, advertising and sales promotion.

Under the Thomas Industries organizational chart, each of these department heads is responsible for certain areas in sales meeting given by any of the company's four divisions.

Merchandising Department is responsible for presentation of the overall sales and product program. Advertising Department is basically responsible for supplying any printed materials for the meetings. It also is available to help dramatize presentations of merchandising and sales departments with such aids as slides, sound effects, special displays, techniques, etc. As such it often becomes the "moderator" of meetings.

Between April and end of June, when the meeting was held in Sheboygan, some dozen meetings were held between various members of the three departments involved, plus representatives of the company's advertising agency, The Biddle Company, Bloomington, Ill., and its public relations counsel, The Public Relations Board, Chicago and New York.

To set a friendly, informal atmosphere for the sales meeting, salesmen were invited to arrive Sunday in time for a game of golf at the local country club, with plant manager Charles Troxel of Sheboygan acting as host.

Actual meetings started at 8 a.m. on Monday morning in the nine-acre wooded area on the outskirts of town.

Large tent, 20 by 40 feet, provided ample room for a stage area in front and seats for 36 people.

"Gentlemen, we give you your 1960 Wright Saw Nuclear Power Sales Meeting," boomed the voice of mod-



WRIGHT Saw Division's salesman, Daley trims felled tree during field test.

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SAFETY features of power saws are pointed out by Charles Troxel (left) plant manager in Sheboygan, Wis. Looking on are: Otis Zumwalt, vice-president; President Lee B. Thomas; and Kenneth Hayes, Sales Manager (left to right).

erator Ed Young of the Advertising Department. Lights dimmed and a gripping filmstrip of men and women being rocketed into space was shown on the screen. When the lights came on, Miss Wisconsin pulled a lever on a panel at the front of the room which started red, yellow and blue lights flashing on and off, and the tent was filled with "smoke" (from the CO_2 fire extinguisher).

Early in the meeting each of the people in the tent stood up and identified himself and his relation to Wright Saw or Thomas Industries. This, too, helped establish a friendly, informal atmosphere. Remarks by top company officials, including President Lee B. Thomas who flew up from Louisville along with the company's executive vice president, John Beam, were kept brief and to the point.

Kept Brisk Pace

Pace of the meeting was brisk. Next half hour was taken over by the Merchandising Department to introduce, by slides, sound effects and plain talk, a revolutionary new compact power blade saw with a 16-inch cutting blade. At the proper moment the actual product, covered by sequins, was shown briefly for the first time amidst a blaze of noise, smoke and flashing lights. This is where the firecrackers and smoke bombs were used, along with plastic photo bulbs which were broken open at the top (being careful not to damage the filaments), filling them with smoke powder and hooking to the electrical circuit.

Cry of "Timber"

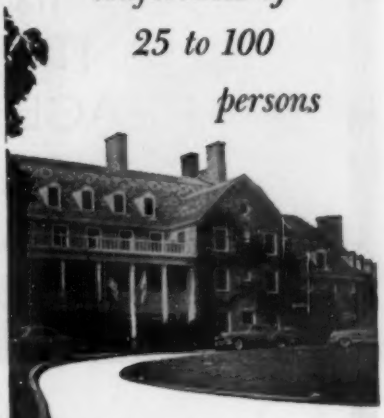
At this point, sides of the tent were rolled up and the sound of a Wright power blade saw was heard buzzing in the woods. With a cry of "Timberrr" over an electric megaphone, the first big tree came crashing to earth. Moments later the man who had sawed it down with the new compact Wright saw walked into the clearing by the tent, saw still buzzing, carrying a big sign reading "VERSATILITY." After demonstrating some cuts on logs in the clearing, he shut off his saw and the woods became quiet.

Next moment another saw was heard buzzing in the woods, again followed by the cry of "Timberrr" and the crash of a second tree. This time the woodsman entered the clearing with a sign reading "LIGHTWEIGHT." The process was repeated a third time, with the demonstrator carrying a sign to point up "SAFETY" of the new saw.

The three major features of the new compact saw were thus dramatically presented.

President Thomas then presented each of the salesmen with his own personally inscribed compact Wright saw. Each man then spent half an hour in the woods with a factory representative. He used his new saw to

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clear brush, cut firewood, trim trees and fell previously marked trees.

To show ease of operation of the new saw, Miss Wisconsin was given several turns at using it to trim some of the fallen trees.

With excitement at a high level, a coffee break was followed with presentation in the tent of the company's second model, a revised version of its 20-inch blade unit. Again, salesmen moved out into the woods to actually field test their new saws.

After the meeting each salesman was given a special carrying case for the saws and these, in turn, became his "working models" for sales calls on distributors.

Most of the dramatics were packed into that first morning but the well-planned followup took advantage of the initial excitement to keep enthusiasm at a high pitch throughout the remaining two days.

After lunch the first day—a Bratwurst Fry on the lawn of the Riverdale Country Club—sessions moved inside the club for a day and a half.

Monday afternoon was spent to present advertising and public relations programs, including special distributor-Salesmen portfolios for use by distributors at the dealer level. Reg Silby, assistant sales manager, Wright Saw, then went through a typical salesman presentation to a distributor sales meeting.

Just before supper each salesman was given his own "packaged" sales



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meeting kit. This included a 3 ft. by 4 ft. by 2 ft. deep stagette. Front has a slide rail to show cards and the back a rubber reflective projection screen to show slides. Stagette knocks down into a carrying case.

Additional materials include 60 slides, about two dozen large cards, a tape with dialog and sound effects, and 30-page "Meeting Guide" with each page listing "This Is What You Do" on the left side and "This Is What You Say" opposite it on the right side. There are also directions on how to set up a meeting physically.

After supper that night, salesmen went over their sales presentations in their rooms and the next day was taken up entirely by devoting a full hour to each salesman to give his pitch. While this is strictly a sales department activity, comments of Wakeman, v-p advertising, were solicited to improve technique of presentation by each salesman.

As a final step in preparation for the national sales task ahead, salesmen were given a quick course in service, maintenance and field stripping on Wednesday, back at the tent, by Merchandising and Field Service Departments, under direction of Jesse Parentice, Gilbert Gusland and Evans Wilhoyte.

To keep the budget arrangement straight, it must be noted that an additional $2,000 was used to prepare field kits, including stagettes, duplicate slides, etc., for salesmen; and all printed advertising public relations and promotional material for distributor-salesmen portfolios came from a third budget.

Worth $500 per Man?

And does Thomas Industries consider the $500 per man expense worth the effort?

Says Kenneth Hayes, Wright Saw sales manager: "Our sales to distributors are big ticket sales. Our saws retail for $139.95 to $169.95. July and August are the kickoff season for power saw sales and our salesmen must know their pitch 100% the minute they leave our meetings. Many of them have already scheduled distributor meetings for the following week."

"Because in our technique of selling we book a good per cent of our sales in those distributor meetings—as well as activating their sales push in this area—our men must be sharp in their first meetings. This is why it is important to us and of value to spend the time and money and effort of our company's top management, to develop the best sales meeting we can to prepare our salesmen to give their best effort in the field." ◆



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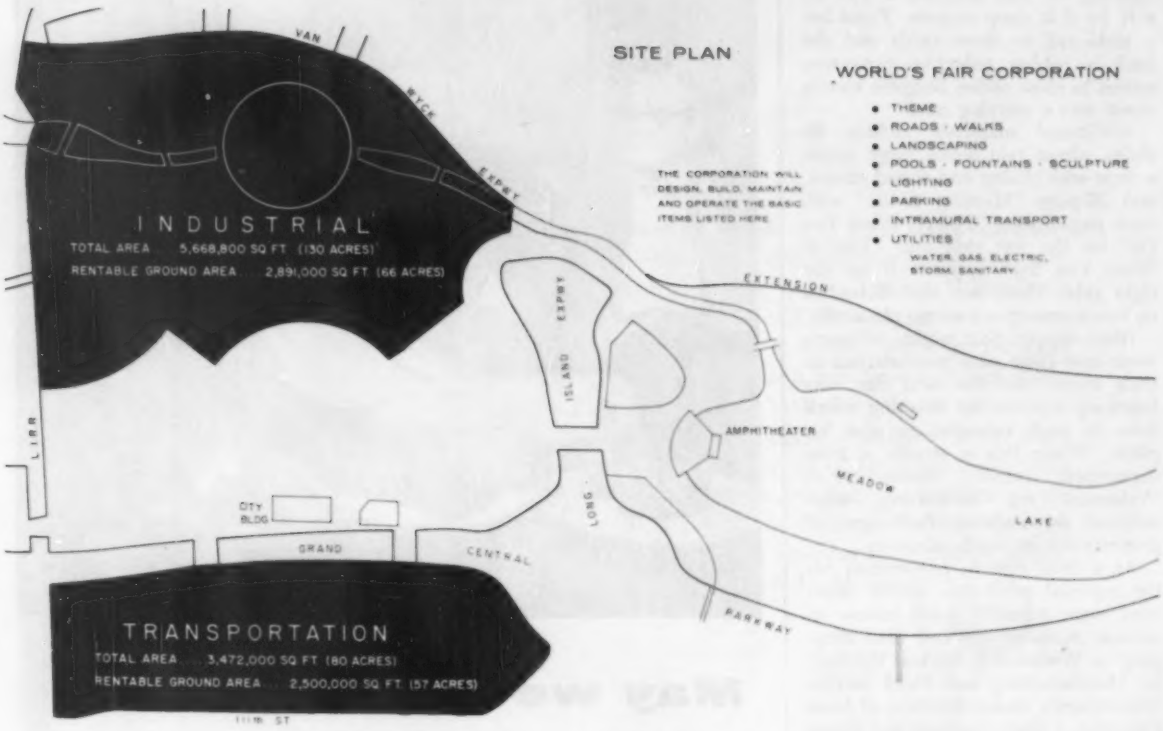
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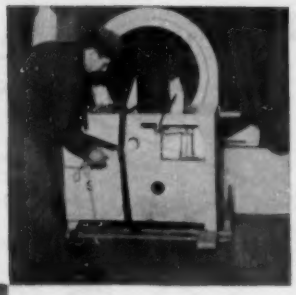


New York Reveals Plans For '64 World's Fair

Over five million sq. ft. to be available to industry at $4 sq. ft. a year. Exhibitors must build own buildings and remove them after two-year fair ends. Space to be allocated on basis of earliest application. Fair office now open on fair grounds.

BASIC PLANS for New York World's Fair, 1964-65, have been revealed. The fair, to be erected on the same Flushing Meadows Park site as New York's 1939-40 event, reports these plans:

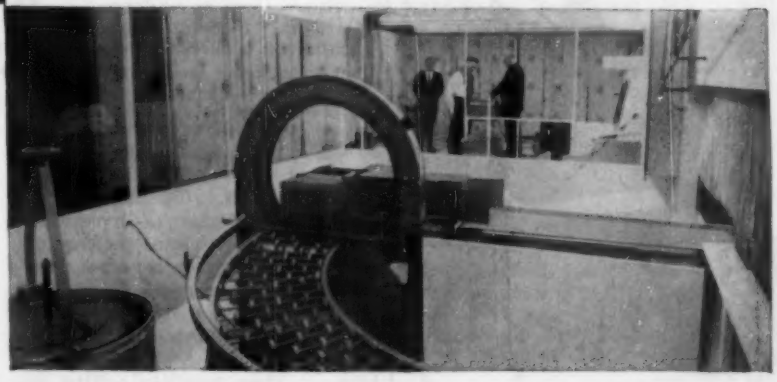
- There will be two industrial exhibit areas: Industry section and Transportation section.
- Exhibit space rental for these sections will be $4 a year per sq. ft.
- Rental payment is to be made on the basis of 10% with letter of intent to exhibit, 40% when lease is signed, and 50% when construction is started.
- Exhibitors must build their own temporary buildings. None will be supplied by the fair.
- Exhibitors must remove buildings at end of two-year fair.
- Building designs must be approved by the fair.
- Only 50% of lot leased by an exhibitor can be covered by building, balance must be landscaped.
- Structures cannot be taller than 80 ft.
- In Industry section no exhibitor may rent more than two acres, but exhibitor in Transportation section may use more "within sound discretion of the Fair Corporation, and will depend on the merits and educational value of each exhibit."





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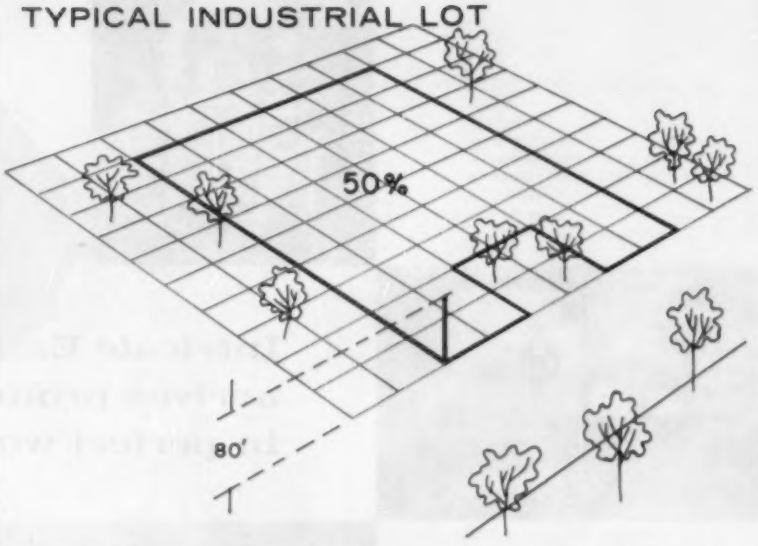
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EXHIBITOR is permitted to lease up to two acres, maximum height allowed is 80 ft., building may cover no more than 50% of lot at 1964 World's Fair.

• Space will be allocated on basis of earliest requests and okay of plans. No allocation is to be made on any other basis but time of application. (Big bond holders get no preference.)

Formal regulations have not been issued as they are still being prepared. However, the fair is inviting early requests for space and plans to hold conferences with potential exhibitors. These meetings will be arranged at the fair grounds or at offices of potential exhibitors, according to J. Anthony Panuch, vice-president, Industrial, Federal, State and Special Exhibits, New York World's Fair Corp.

Industry section of the fair offers 2,891,000 sq. ft. of rental space. There are 2,500,000 sq. ft. of space for rent in the Transportation section. This means fair has potential space sale to non-governments to $21.5 million. States, federal and foreign exhibits potential space sales have not been announced.

There are existing facilities on the fair grounds left over from the 1939 fair. These include 10 miles of sanitary sewers, 20 miles of storm sewers, 15 miles of water mains, 13 miles of gas mains, electric conduits for light, power and communication and sewage pumping stations. Repairs to these facilities where necessary and new installations are planned.

New York City has agreed to supply water to the fair without cost and will not charge for sewer rental. City requires, however, that entire area be returned to same condition that now exists. All buildings will have to be demolished. Fair is financially responsible to the city to restore the land. (Exhibitors, of course, are responsible to the Fair Corp. for clearing their areas.)

Fair management is still investigating concession possibilities. Experience at 1939 fair is being evaluated. One thing is certain: concessions and restaurants must be built and demolished by renters.

Tentative plans call for admission to the fair to be $2 for adults and $1 for children. An attendance of 40 million is expected for 1964 and 30 million in 1965, according to fair management. Hoped for by fair planners will be parking area for 20,000 cars, but this will depend on

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further negotiations with the city.

Including Meadow Lake (81 acres), fair has 646 acres. Fair grounds are adjacent to the proposed 55,000 stadium for the new Continental League. Stadium area will cover 16 acres and fair hopes to be able to use this stadium for special events.

New York World's Fair Corp. was organized last year as a non-stock, non-profit corporation. Under its charter it can solicit funds, borrow money, issue and sell bonds, debentures and other obligations. Its purpose is educational: to educate "peoples of the world as to the interdependence of nations and the need for universal peace."

Fair Corp. acquired land of Flushing Meadow Park from New York City for $1.

All subsurface utilities, including electrical conduits and cables, and sewers that are not in will be installed without cost to exhibitors. A vast complex of highway improvements to make the fair grounds more accessible are in the works. This work will cost $95 million. Federal funds will cover 90% of costs and the state will pay the balance.

Robert Moses, president, Fair Corp., declares, "We will provide commerce and industry with the biggest and most fascinating showcase conceived and constructed by the imagination and the hands of man."

Fair Corp. will not handle space sales in Transportation section. This job has been handed to Port of New York Authority which will act as the fair's agent to lease space to transportation companies. Eligible for space in Transportation section is "any company or industry concerned with, or contributing to, the movement of people and goods – whether by air, land or water."

Fair Corp. reports it will build no exhibit buildings. If exhibitor does not want to build his own building, his only opportunity to participate in the fair is to interest other companies in his industry to put up an industry building with building costs pro-rated or paid by the industry's association.

Offices for the fair have opened on the grounds. Address is: New York World's Fair, Flushing Meadow Park, P. O. Box 270, Flushing 52, N. Y.

Exhibit spaces on fair map have not been outlined. Map is now being prepared.

European countries have remained silent with respect to New York's plans. International Bureau of World Fairs in Paris has neither sanctioned nor rejected plans for the fair. Its rules against two-year fairs appear to be stumbling block to early endorsement. ◆

what's new in exhibits?

DEEP SEA DIVING in a railroad station is not exactly commonplace. Neither is the huge tank erected for Merritt-Chapman & Scott in the MLPF&S Investment Center in Grand Central Station. Purpose is to demonstrate deep-water equipment in a "gold-fish bowl", (with real gold-fish, too). According to past records, the exhibit will be viewed by a quarter million people in a 60 day period.

EVEN COLLEGES are using portable exhibits to tell their story to prospective students, alumni groups and others. Latest is Springfield College, with a colorful Ivelpak, first shown to the International Conference on Leisure at Carnegie Endowment Center.

NEWLY-BUILT NUCLEAR power plants must be "sold" to the public. Hence the trend toward museum-type reception areas at the plant sites, with elaborate working models, cutaways and explanatory panels. Latest is the Pathfinder $20,000,000 facility, soon to be activated at Sioux Falls, South Dakota.

WHERE ELSE BUT in the Ivel exhibit shop can be found the versatile skills, facilities and elastic plant space to build at short notice a full-size operational wooden mock-up of so unusual an object as a Minuteman missile launcher? Forty-five feet long, fifteen feet wide and thirty-five feet high, it was ready for AMF's testing engineers in 18 working days.

SMALLEST TRAVELLING exhibit is the oldest Volkswagen in America, now dealer-hopping from coast to coast, carrying its folded background display on the roof and in the trunk. Makes a great impression on the road and in the dealer's showroom.

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MUCH of session theory is conveyed in diagrams to help class absorb complex ideas. It cuts down on words, too.

Eight tips on group communications noted at executive methods seminar. Shared experience is best way to make ideas stick.

What You Can Learn from the Experts

AN ELECTRIC light bulb hurls across the room, rams against the wall and harmlessly bounces off. (It's plastic.) A man starts to recite the squares of numbers while he is being tapped on the head with a book. A few minutes later, 12 men in the same room are each huddled over in deep concentration. They're trying to "organize" two small plastic shapes. Still later, an apple is carried before each man while he attempts to state a fact about this object (the apple).

Psycho ward in a local hospital? You might imagine it from these glimpses of activity, but how wrong you'd be.

These episodes are a few out of many experiments and experiences of 12 business executives at a three-day seminar in executive methods. Rela-

PUZZLE shows exec a problem can be solved through trial and error, but it will not help him understand the basic principle.



DIFFERENT size cans are equal weight, but many execs think the smaller is heavier due to the psychological impact. Larger can seems lighter because its size influences judgment.



HOW many facts can you state about this apple? To the surprize of many, numerous determinable facts were listed by group with encouragement.

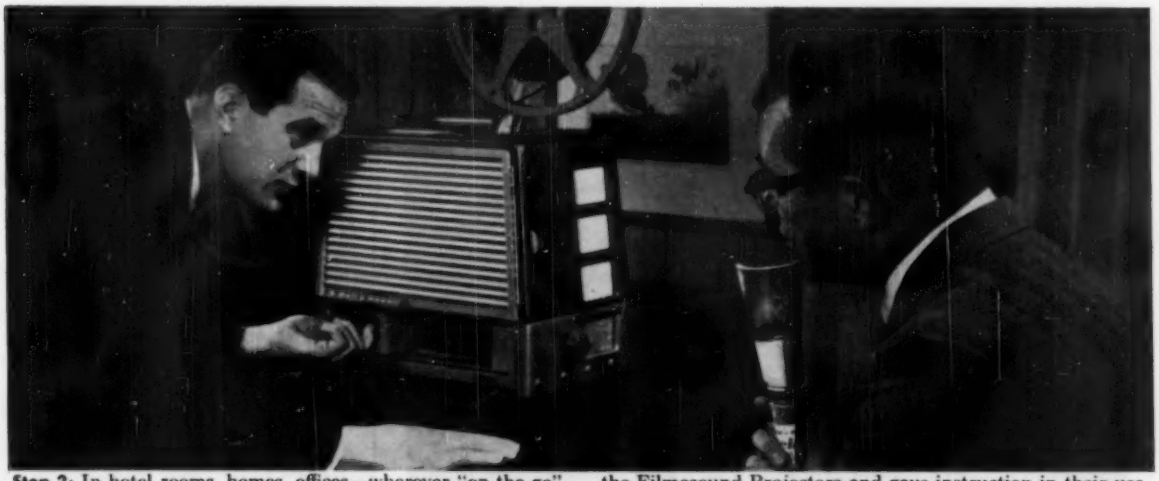


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tion between these episodes and high-level management thinking may appear to be remote, but each one had a deep meaning – made an important point in how we think, organize our work and communicate.

On the 28th floor of a building in Mid-Manhattan, 12 executives sat down one Wednesday morning and introduced themselves to each other. This was official start of one of many seminars conducted by Management Development Associates throughout the year. It is soon after the introduction of seminar attendees and faculty that the plastic light bulb goes sailing across the room. It is hurled by Edward Walther who heads Management Development Associates and introduces assembled executives to the first of many important concepts via a simple stunt or trick.

Introductions Take Time

It takes 45 minutes for the 12 men to introduce themselves. They explain for whom they work, what they do, where they went to school and how they arrived at their present positions. So much time devoted to just introductions may seem like an inordinate waste of executive time, but it is valuable and necessary. Since these strangers must work together and share new experiences and opinions, it is important that they have understanding of each other's background and experience.

From this high-level seminar staged by management development consultants, what can the average meeting planner learn that can be applied to his store of techniques? Here are eight principles you might apply to your meeting plans:

1. Use diagrams: Most complex ideas can be explained and retained when a diagram is developed on a pad or chalk board. Meeting attendees can recall diagram symbols long after they have forgotten words. Diagrams are in fourth place among the nine ways to get ideas across. (Written language is in ninth place.)

2. Share experience: First place in methods to get ideas across effectively is to do something together. Hence, this executive methods seminar was loaded with group participation experiments. You remember something you have experienced yourread or heard.
self long after anything you have

3. Ask questions: Speaker who continually asks questions of the group or of individuals brings his

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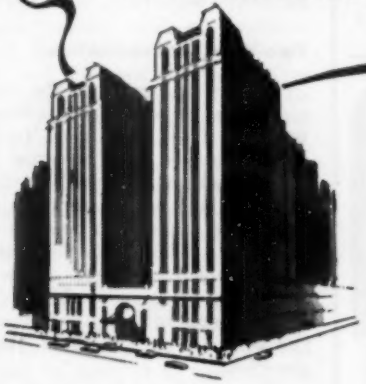
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points into sharp focus. He gets constant feedback on whether his ideas are getting across. He learns areas of strength and weakness in the group's knowledge and experience.

4. Take time: If a concept or new idea is worth discussing, it is worth time to dwell on it. More complex the idea, more time you should devote to its development in group discussion. To rush through new concepts, plans or procedures you challenge even the most facile mind to retain anything.

5. Use surprise: You make strong impression on your audience with a complete departure from what went before. Pull an apple out of a paper bag, throw a light bulb across the room, toss a gadget to a member of the audience – these surprise actions become part of experience for the group and the points involved stick in the mind.

6. Test often: Short written, oral and visual tests are experiences that prove points and make for easy recall. They prove to your attendees how little or how much they know about a subject or concept. They offer first-hand evidence of the accuracy of what you say.

7. Demonstrate: Next to experience – working together – demonstration is the best way to get an idea across. (Your brain can receive 10 times as much information from your eyes–per second–as from your ears.)

8. Prompt note taking: Diagrams should be transcribed in notes for they save voluminous word writing. Ideas rather than exact words should go into notes of meeting attendees. By transcribing key words to describe a concept, a man at a meeting gets a bit more "experience" with the idea.

Two-Way Communication

What were some of the experiments used to prove ideas at this conference? One dealt with two-way communications. An executive from the audience was invited up to the front of the room where a flip chart stood. He was told to describe what was on the back of the flip chart to the assembled executives. As he told what he saw (six rectangles in different positions on the paper), those in the audience were to draw what he described.

This experiment was timed. After the position of all oblong shapes were explained, a second set was described to the audience. However, this time

It Happened to Them

THESE ARE THE MEN who attended the Executive Methods Seminar described in the article:

Henry Stark, president, Rexford Paper Co., Milwaukee; George Lofgren, central standards coordinator, American Cyanamid, New York City; Clarence Rivers, president, Polyfoto, Inc., Bridgeport, Conn.; John Bohlman, manager, national accounts, Cleaver-Brooks, Inc., New York City; Walter Brunauer, assistant to director of marketing, Lily-Tulip Cup Co., New York City.

James M. Allen, management training supervisor, American Telephone & Telegraph Co., New York City; Anthony Jevarjian, training manager, Royal McBee Corp., Port Chester, N. Y.; Jules Singer, marketing consultant, New York City; John Collins, secretary, General Semantics Society, New York City; Robert Letwin, editor, Sales Meetings, Philadelphia; Daniel F. Sullivan, assistant controller, Lightolier, Inc., Jersey City, N. J.; Bart Sheridan, executive editor, McCall's Magazine, New York City.

members of the audience could ask questions to help them understand exactly how the rectangles were placed.

Experiment showed that it took about three times as long to complete description of the position of rectangles when the audience could ask questions. However, more than twice as many executives in the audience got all their rectangles in the right place and everyone did better (got more right) when questions could be asked. Thus, it was evident that it takes longer for two-way communications, but accuracy is improved and certainly worth the extra time.

Many perceptual experiments were run to show how your past experience could lead you astray. Your eyes – even your sense of touch—are so used to certain stimuli that you assume old conclusions when new things are experienced. For instance, a trapezoidal window is revolved in front of the group. Because everyone is thoroughly familiar with windows all his life and windows are generally rectangular or square, executives at the work-



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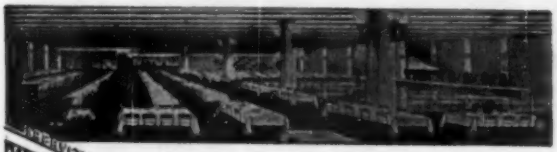
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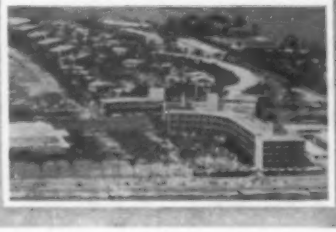
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shop did not see the trapezoidal window revolve. To them, it appeared to be a rectangular window swinging back and forth. Their past experience with windows blinded them from seeing what was actually taking place. This analogy, of course, leads executives to consider "blinding" experience in their business procedures.

Group Reaction

How do people in groups react to their fellow members who have different titles or stations in life? Executives at this seminar found out through experiment. This is the way it worked:

Two men were sent out of the room. About five executives sat around in a circle and two chairs—on opposite ends of the circle—were left vacant. Two other men sat on the sidelines as observers.

The group was told that it was composed of department heads in a company that was plagued by a high accident rate among its less skilled employes. This group of department heads had to find a solution. After they discussed the situation for a short time, they were advised that they would be joined by two more men to help solve the problem. One man would be president of the company. Second man would be a foreman who had long experience in the plant.

The two men who were out of the room were then brought in and told to join the discussion. Unknown to the newcomers, the group had been advised that the man who sat in one empty chair was company president, and the man who took the empty chair at the opposite side of the circle was just a foreman.

Discussion then continued. What happened then was that conversation tended to flow toward the man who was known to the group to be president. The man who sat in the foreman's seat was given short shrift during discussions.

After about 10 minutes, this experiment was halted. The man who sat in the foreman's chair was asked how he felt about the progress of the discussion. "I don't feel we're getting anywhere," he said. "We're just going around in circles." The man who sat in the president's chair was asked how he felt about the discussion. "I feel as though we're just about to come to a solution of the problem," he said.

This kind of reaction is typical, assembled executives learned. Man who is low man on the totem pole usually gets frozen out of discussions and feels little is being accomplished.



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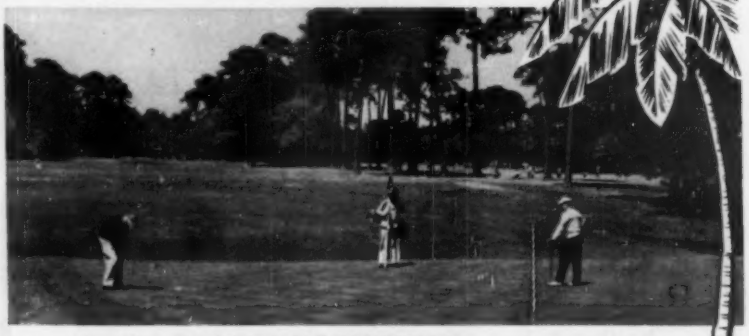
Travelers Ins. Co., New York Life, John Hancock Life, Textile Bag Assn., Nat'l. Lumber Mfg. Assn., Waxed Paper Inst., Inc., Chemical Spec. Mfg. Assn., Northwestern Mutual Life, Aetna Life, Manufacturers Life, Mass. Mutual Life, and American Inst. of C.P.A.'s.

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High man has all deference paid to him and is quite optimistic that this fine group is on the right track.

Experiment allowed executives to experience this phenomenon of group behavior so that it could be analyzed. The two observers could give group members insight into how they acted toward each other (usually unknown to themselves in the heat of discussion).

What this experiment shows is that a group will tend to pander to a title to the detriment of a group if a low-titled man has good ideas. He won't get the same kind of hearing as his superiors. Thus, it was a warning to make sure that titles and positions don't destroy group efficiency and that some counter measures be taken.

Three days of rapid fire ideas and experiments kept the seminar attendees busy, although there were midmorning and midafternoon breaks. Recorded music was played before sessions and during breaks. For small group activity, tables and chairs were shifted by attendees to form new groups.

▶ To discover how much of our activities are influenced and controlled by assumptions—some correct, but many without basis of fact—the seminar included a problem-solving situation. A group of five attendees sat around a table. Each selected a title (production engineer, personnel director, plant manager, industrial engineer, director of research and development) and a point of view on whether time clocks should be eliminated for production employes. As these role players debated the issue of time clocks, remaining executives in the audience noted what assumptions were being expressed. Each role player was observed by a different man in the audience (who was assigned). After about 10 minutes of discussion, a halt was called and the audience asked for the assumptions noted.

List Assumptions

The list was long and enlightening. It indicated where assumptions taken as fact could have produced invalid results (which could be costly in industry). This experience alerted those in attendance to the dangers of assuming things are so without probing further.

One exercise in communications

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tried at the seminar is called "In Basket." Its originator, James M. Allen, management training supervisor, American Telephone & Telegraph Co., was one of the attendees at this seminar. (He confessed that while he invented this experiment, he had never been a participant before.)

▶ "In Basket" works this way: A stack of papers is placed before each executive. First sheet contains directions. From this sheet, seminar attendees learn that they are "Mike Marlow," general foreman, assembly operations, "Ajax Division of General Products Corp." As Mike Marlow, each man has about 20 minutes to go through his stack of mail, notes and memos before rushing off for a plane. On the back of each piece of correspondence there is space to write what action should be taken with regard to the letter or memo, and beneath is space to write why this action should be taken. In all, there are 20 pieces to be read and acted upon.

To make this experiment tougher, Mike Marlow has no use of a secretary (who is on vacation). Correspondence includes everything from a customer's letter to express dissatisfaction with product quality to interoffice memos on a plant picnic and open house.

After each man completes work on his "in basket," small groups discuss the material to determine which of the 20 pieces are most important and should have priority. They discover in their discussions the mistakes they have made in not creating a personal priority when going through the "in basket" — to set aside unimportant material to be able to devote more time to vital matters.

Aware that concepts and new ideas in heavy doses could get mangled and lost, Management Development Associates' seminar leaders — Ed Walther and Hugh Gyllenhaal, diagrammed as much of the material as possible. Sessions were followed by handouts of reading material and a bibliography.

After three days of lofty contemplation, conferees returned home to apply some of the ideas. Certainly each man had a new perspective from which to view his own behavior. There was some incentive to his working with the new ideas because each man suspects he will be asked about it when he returns for a followup meeting six weeks hence. ◆



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Florida



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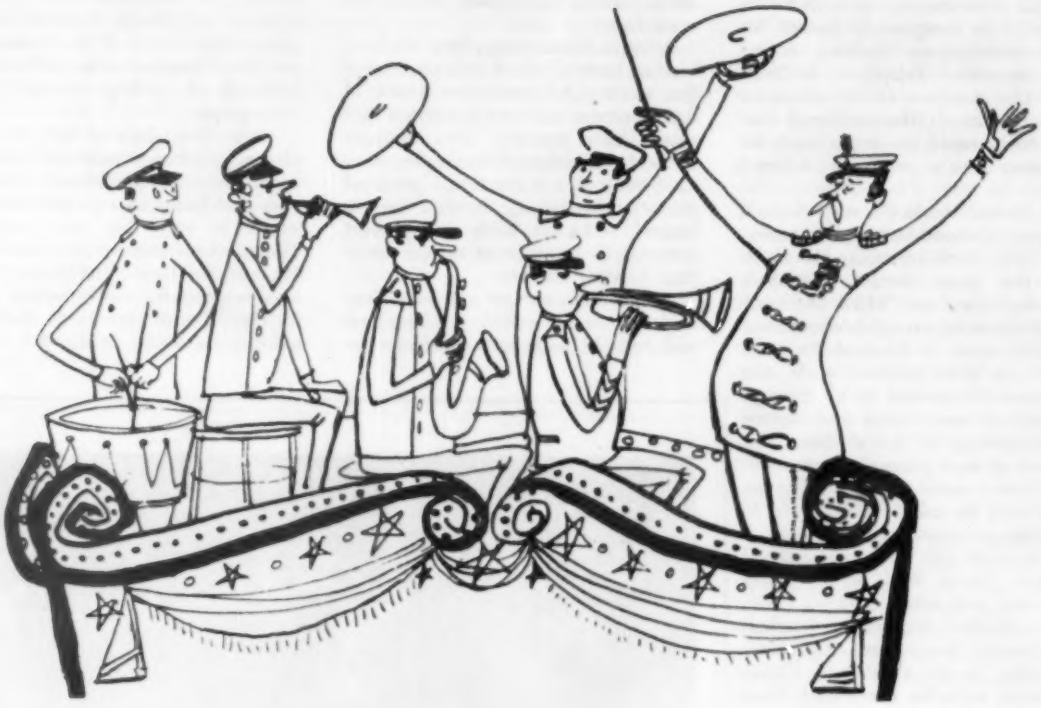
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You Can't Play 'Special Events' by Ear

IF THE WORDS "special event" cause an involuntary shudder when they are aimed in your direction, there is a device to help ease your burden. Be the event a groundbreaking, plant opening or inspection, dedication, sales clinic, convention, meeting of stockholders, parade, fair or civic celebration and whether you work for a manufacturing firm, an association, university or social society, here's first aid.

Key word in any such endeavor is **organization,** careful advance planning that will produce order out of anticipated chaos, and ease tensions where hundreds of seemingly minor items threaten a mountain of difficulties.

In the **master check list** which follows, we have tried to include every possible and reasonable item. You no doubt, will find some one thing missing (perhaps there should be a "check list" for check lists) and you will realize also that all items do not necessarily pertain in every situation.

Nevertheless, this is a framework upon which to build a special events plan, a framework that is both flexible and condensable. Try it the next time you start to plan an event—let it be your road map to success in special events.

Master Check List for Special Events

Date, Time, Location

DATE

1. Date set far enough ahead.
2. Date selected most suitable for community and installation.
3. Date not in conflict with other local events.
4. Important guests will be available this date.
5. Date checked for possible tie-in with historical event.

TIME

1. Time set for starting and ending event.

LOCATION

1. Locations selected for exhibits at installation and in community.
2. Minimum number of restricted areas involved.
3. Location will be well-policed.

It takes a big check list to master details that make events special to your publics and press. Key to success is organization. Secret of organization function is complete list of jobs.

Publicity

PRESS

1. Personal invitations issued to press.
2. Special invitations issued to newspapers "brass" in addition to press.
3. "Teaser" releases prepared for advance distribution.
4. Release dates determined.
5. Number of newsmen attending determined.
6. Handouts and/or press kits prepared (including stock photographs).
7. Location of press center determined.
8. Press center facilities prepared, including:
   - Typewriters
   - Paper, carbon paper and envelopes
   - Pencils, sharpener and ink
   - Tables
   - Telephones and telephone books
   - Wastebaskets
   - Chairs
   - Dictionaries
   - Clothes rack
   - Maps
   - Clock
   - Weather map (if needed)
   - Name cards for reporters' desks (if appropriate)
   - Blackboard
   - Telegraph facilities
   - Ashtrays
   - Water cooler and paper cups
   - Coffee urn and cups
   - Good lighting and extra bulbs
   - Adequate heating or cooling
   - Restrooms nearby
9. Personnel assigned to clean press center.
10. Personnel assigned as assistants to reporters and photographers.
11. Schedule of meals and location of eating places prepared.
12. Communications department advised of need for adequate telegraph facilities.
13. Special press box provided for observing feature events.
14. Transportation for correspondents available.
15. Parking spaces reserved for the press.
16. Passes and identification tags prepared.
17. Material prepared and personnel obtained for press briefing.
18. Invitations to briefing extended to VIP's, as appropriate. prior to day of event.
19. Programs delivered to press
20. Additional programs and press kits available for distribution on arrival of newsmen.

PHOTOGRAPHY (Press, Newsreel)

1. Press photographers and cameramen consulted to determine special needs.
2. Laboratory facilities available for visiting photographers and cameramen.
3. Escorts for photographers designated.
4. Special transportation for photographers and other equipment available.
5. Special briefing arranged on pictorial possibilities.
6. Indoor facilities available for formal photographs of VIP's, if appropriate.
7. Company photographers well-briefed and official coverage planned.
8. Photo laboratory alerted to requirements for printing and developing official photographs.
9. Distribution list for official photographs prepared.

RADIO-TELEVISION

1. Stations consulted to ascertain coverage.
2. Times set for airing and/or recording.
3. Clearance obtained for broadcasts on national hookups, if appropriate.
4. Radio-television booth for event prepared similar to press center, plus:
   - Background interference minimized.
   - Wiring checked by communications personnel.
   - Sufficient power outlets provided.
   - Replacement parts for equipment on hand.
5. Special room selected for broadcasting when crowd noise undesirable.
6. Tape recorder available.
7. Company technicians assigned as assistants.
8. Advance radio-television announcements coordinated with news releases.
9. Spot announcements and flash cards distributed to stations.
10. Radio-television editors of local newspapers informed of special broadcasts.
11. Arrangements made for:
    - On-the-spot broadcasts of main attractions.
    - Interviews with VIP's.
    - Working special event into some network show.
12. Filler material available.
13. Information briefing in radio-television room planned.
14. Announcer asked to check facilities beforehand.
15. Announcer briefed on procedure in event of accident.
16. Completed scripts approved.

ADVERTISING, PROMOTION

1. Sufficient funds allocated for advertising purposes.
2. Announcements prepared for distribution to civic and fraternal groups.
3. Cooperation of local merchants enlisted, including:
   - Space for window advertisements.
   - Placement of paid advertisements in newspapers.
4. Congratulatory messages obinterested civic organizations. tained from manufacturers or
5. Editors of appropriate trade and business journals contacted.

By DANIEL J. SCHERER
Manager, Public Information, Atomic Industrial Forum



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Out of San Antonio's rich historical heritage is pleasantly blended a modern dynamic city of over half a million. Everywhere are interesting things to see and do—added attractions that will build added attendance for any meeting. The famed Alamo; Mission San Jose, a National historic site and three other ancient missions—the charm of restored La Villita and the Spanish Governors' Palace—air might displayed at Randolph, Kelly, Brooks and Lackland Air Force Bases — beautiful parks and plazas — interesting old homes and unusual museums.

Side trips can be planned to nearby dude ranches, or to old Mexico.

Trained personnel will work with you to make your meeting an outstanding success regardless of its size. Get the facts today.

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153G Navarro St. • San Antonio, Texas

San Antonio

WHERE LIFE IS DIFFERENT

6. Special devices prepared, including:
   - Posters and placards
   - Leaflets to be dropped by aircraft (if practicable and permissible)
   - Banners for main streets
   - Car-bumper signs
   - Decals
7. Hotel lobby exhibits and window displays prepared.
8. Movie advertising footage prepared.
9. Material prepared for continuous promotion in local house organ and daily bulletins prior to and during event.
10. Publicity stunts arranged; e.g., sound trucks and mobile displays, skywriting.
11. Thank-you letters prepared for mailing to all who assisted.

VIP's, GUESTS

1. Prospective guest list prepared well in advance, including following as potentials:
   - Governor of state
   - Mayor of community
   - President of chamber of commerce
   - Heads of other civic organizations; e.g., American Legion, VFW, service clubs (Rotary, Kiwanis, Lions)
   - Heads of fraternal organizations (Elks, Moose, Eagles)
   - Heads of women's organizations
   - Heads of other organizations as appropriate to occasion
   - Executives of local newspapers and radio stations
   - Labor union officials
   - Leading industrialists and professional personnel as appropriate to occasion.
   - Military officials from nearby bases
2. Guest list checked with company officials.
3. Invitations to guests mailed well in advance of event.
4. List of acceptances and regrets prepared.
5. Special boxes for viewing event planned.
6. Transportation arranged.
7. Food and housing facilities arranged.
8. Welcoming committee and escorts selected and briefed.
9. Plans made to have top-ranking official meet VIP's after arrival.



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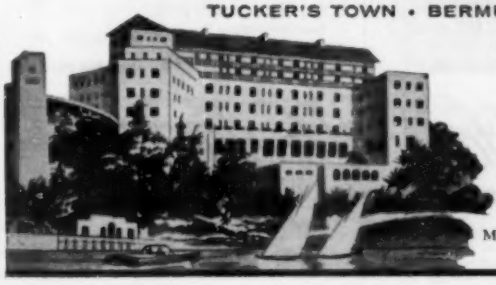
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Managing Director

10. Material prepared for briefing of VIP's.
11. Advance publicity on VIP's prepared for distribution to newspapers, radio and television.
12. Arrangements made for press interviews of VIP's.
13. Special refreshment facilities prepared for VIP's.

Program

SPEECHES

1. Time available for speeches determined.
2. List of speakers prepared.
3. Length of individual speeches determined.
4. Proposed speakers contacted and briefed on event.
5. Alternate speakers selected.
6. Advance copies of speeches procured and checked for length and appropriateness to occasion.
7. Sufficient copies of each speech prepared to meet all needs, including:
   - Advance copies for distribution to press, radio and television.
   - Copies for master of ceremony.
   - Copies for other speakers to prevent duplication.
8. Appropriate persons selected to introduce speakers.
9. Arrangements made for broadcasting of speeches (if appropriate).
10. Speakers' stand erected, after consideration of the following:
    - Location adjacent to main attractions of event.
    - Sufficient room provided for speakers and honored guests.
    - Location does not force audience to stare into sun.
11. Arrangements made for installation of microphones and loudspeaker system.
12. Loudspeaker repairman provided.
13. Decoration of platform completed.
14. Water and glasses available on speakers stand.

PARADE

1. Number of participating units determined and individuals informed, including the following (as appropriate):
   - Heads of military units
   - Commanders of veterans' organizations
   - Chamber of commerce (floats, etc.)
   - Schools (bands and drill teams)
   - Community organizations, such as Boy Scouts, Civil Air Patrol, Civil Defense, Fire Department
2. Parade marshal selected.
3. Route selected and checked with city authorities, if necessary.
4. Appropriate assembly point selected.
5. Location of reviewing stand determined.
6. Cooperation of local police obtained, if appropriate.
7. Arrangements made for police to be posted at intersections and turns.
8. Order of units in parade determined.
9. Schedule for parade prepared, including times for assembly, commencement and passing reviewing stand.
10. Practice schedule prepared.
11. Reviewing stand prepared, including:
    - Public address system
    - Decorations
    - Chairs
12. Parade announcer selected and briefed.
13. Award ceremonies planned, as appropriate, including:
    - Selection of appropriate individuals to make awards.
    - Special attention to families of recipients of awards.
14. Seniority of VIP's determined.
15. Area roped off.

BAND

1. Availability of band determined.
2. Leader fully briefed.
3. Schedule prepared.
4. Music selected.
5. Uniforms determined.
6. Arrangements made for necessary props, such as music stands and lights.
7. Arrangements made for public address system if necessary.
8. Transportation for members and instruments arranged.

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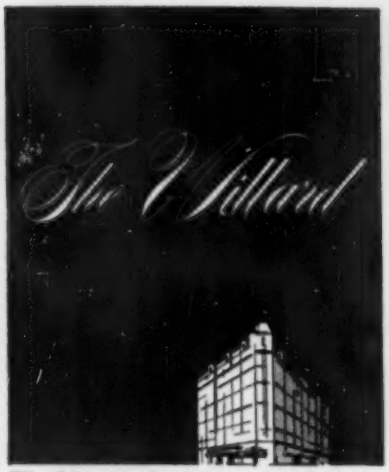
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THE HOTEL DEL has everything — everything it takes to make your convention fun, fast-moving, flawless. This year-round, all-around resort combines facilities for both business and pleasure. Meeting rooms, banquet rooms, ballrooms, all rooms you want and need. Fifteen dazzling acres of beach and surf . . . heated, salt-water pool . . . championship tennis courts . . . pitch-and-putt golf course within the hotel grounds, 18-hole course nearby . . . fishing, sailing . . . dancing, dining in the incomparable elegance of the Del's turn-of-the-century decor. (American Plan now optional.) Old Mexico is mere minutes away, and San Diego is just across the bay. Why resort to less? Schedule your next convention in Southern California's most fabulous seaside resort: Hotel del Coronado. **For information write:**

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SCOTT J. STEWART, Managing Director

Hotel Claridge
MEMPHIS
HOME OF THE FAMOUS BELL TAVERN

ENTERTAINMENT

1. Funds available determined.
2. Type of entertainment determined.
3. Space selected and reserved.
4. **For theatrical show,** preparations completed, including:
   - Program determined.
   - Master of ceremony and announcers selected.
   - Passes for guests and/or entertainers prepared.
   - Tickets arrangements made, if appropriate.
   - Lighting facilities and acoustics checked.
   - Seating arrangements made.
   - Ushers selected and briefed.
   - Signs installed for entrance, exits, washroom (if appropriate).
   - Public address system prepared.

   If stage show:
   - Talent obtained (local and/or outside).
   - Facilities for entertainers arranged (transportation, housing, food).
   - Possibility of local broadcast checked.

   If motion or still picture show:
   - Suitable films and/or slides selected.
   - Projectors, screen and projectionists obtained.
   - If silent films or slides, narrator obtained.
   - Supplementary fact sheets or press kits prepared for use with special films.
5. For reception, cocktail party, luncheon or dinner, preparations completed; including:
   - Guest list prepared and approved.
   - Invitations issued.
   - Participants briefed on VIP's.
   - Adequate food and beverages assured.
   - Waiters provided.
   - Seating arrangement determined, if appropriate.
   - Entertainers and music obtained, if appropriate.

FINAL ARRANGEMENTS

1. Schedule distributed to all interested and participating offices.
2. Dress rehearsal held sufficiently in advance, if appropriate.
3. Reporters and photographers invited to witness rehearsal, if practicable.
4. Measures taken to correct errors noted during rehearsal.
5. Printed programs prepared for distribution to visitors at gate and/or parking lots (if appropriate).

Supporting Services

1. Housing and feeding responsible staff members fully briefed on requirements.
2. Housing and feeding provisions included in advance information given to VIP's, press and television.
3. Hotel reservations, if necessary, made in advance.
4. Clothes pressing and shoe shine services provided, if appropriate.

TRANSPORTATION

1. Transportation section fully briefed on requirements.
2. Capable drivers properly briefed and dressed.
3. Cars assigned to visitors clearly marked for identification.
4. Commercial train, bus and airline schedules available.
5. Special buses provided for school children and other organized groups, where appropriate.
6. Information on transportation and routes to site provided in release to press.
7. VIP's and special visitors assisted in obtaining return reservations.
8. Standby vehicles available to handle emergency transportation problems.
9. Commercial transportation agencies advised of need for extra facilities on day of event, if appropriate.

TRAFFIC, PARKING

1. Coordination effected with public works, city and state police.
2. Routes well marked and arrangements made for direction of traffic.



"We're meeting in PRINCETON again this year...

...it's secluded, relaxing, close to New York and Philadelphia, *and it has the Nassau Inn"*

THAT's the consensus of a growing number of conferees, in groups of 10 to 200, who have had meetings at the Nassau Inn. And for good reason, too. All facilities and services for meetings are, in a word, ideal.

In the words of one planner, "We especially were pleased with the meeting-room facilities ... and with the private dining rooms you made available to us. The food and service was of the highest quality. This was our first visit to the Nassau Inn ... I can assure you that it will not be our last."

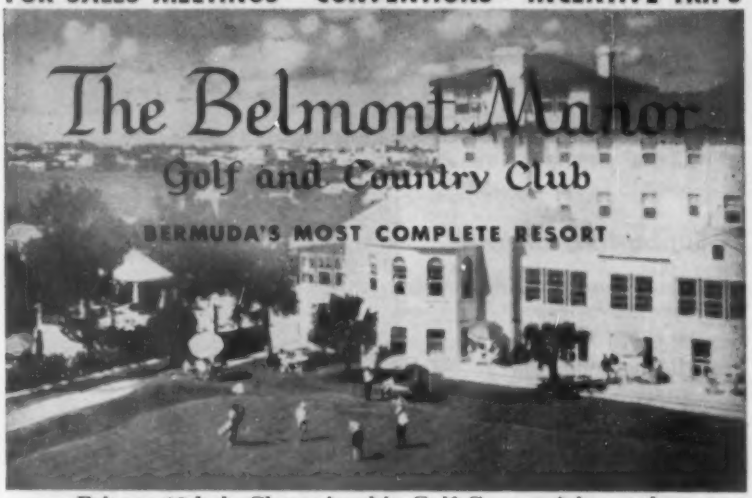
Write or phone now for your free copy of our Conference Check List (a most helpful document in any event) and complete information on meeting and banquet facilities. Contact George Washko, Manager. WAlnut 1-7500.

NASSAU INN

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PRINCETON·N.J.

FOR SALES MEETINGS—CONVENTIONS—INCENTIVE TRIPS



Private 18 hole Championship Golf Course right on the grounds . . . the fabulous new Sapphire Pool—a comfortable 80° always . . . dancing and entertainment nightly. Beautifully situated on the Great Sound, across from Hamilton. Accommodations for up to 225 guests with meeting rooms for 450 persons.

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Faint sun ne'er won fair conventioneers! At The Nassau Beach Hotel, the outlook for groups is positively brilliant: blue skies, sunny beach, cool waters. A sportin' life!

Indoors, our public and banquet halls, air conditioned and fully equipped, comfortably accommodate 400 delegates at a sitting. Expert cuisine, native shows, entertainment.

CONCLUSION: A steady all-year flow of sunny dispositioned groups.

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You'll get more done...





and still have fun!

IN Tampa
HILLSBOROUGH COUNTY, FLORIDA

"Let's-get-down-to-business!" That's the kind of atmosphere that builds better attendance at your important meetings and the kind Tampa provides. Of course, when it's time for play, there's plenty of diversified entertainment.

The important thing is that Tampa blends the two ingredients of business and pleasure in a proportion that assures a successful meeting **in every way.**

Tampa can supply the facilities, accommodations and services for 25 or 2500 delegates. For details, write Convention Department, Greater Tampa Chamber of Commerce, Room C, Chamber Building.

If you really mean business . . .
MEET IN TAMPA!

3. Signs installed for direction of visitors to parking areas.
4. Adequate parking areas located as conveniently as possible.
5. Area oiled to settle dust, and lanes marked to insure uniform parking.
6. Special parking areas set aside for VIP's, press, radio and television.
7. Telephone connections installed between parking lot and press center, major exhibits, PA system control points, etc.
8. Parking area illuminated for night-time use, if necessary.
9. Parking provisions included in information distributed to radio and press.
10. "No Parking" signs erected, where necessary.

PLANT FACILITIES

1. Plant staff briefed on requirements.
2. Entrances checked for appearance.
3. Plant staff consulted in regard to:
   - Special construction requirements.
   - Electrical outlets for special equipment.
   - Plumbing facilities for exhibits, where necessary.
   - Restroom facilities for crowd.
   - Adequate number of waste containers.
   - Installation of additional power lines, if necessary.
   - Maintenance and repair requirements during event.
   - Teardowns at end of event.
   - Wrecker to stand by for auto accidents.

FIRE, SAFETY

1. Fire chief fully briefed as to scope of event.
2. Adequate fire alarms and boxes in working order and easily identified.
3. Platforms and bleachers constructed sturdily.
4. Proper precautions taken in case of special demonstrations, such as chemical.
5. Ground rules and safety precaution signs checked for location and appearance.

MEDICAL

1. Medical staff informed of scope of event.
2. First-aid tents erected for large crowds.

REFRESHMENT STANDS, CONCESSIONS

1. Decision made on handling refreshment stands and concessions.
2. Mobile canteens considered, if appropriate.
3. Location of stands and concessions determined.
4. List of items to be sold and price list checked.
5. Waste receptacles placed convenient to stands and concessions.

Postponement or Cancellation Plan

1. Alternate date selected if event can be postponed.
2. Plans made for postponement or cancellation, including:
   - Notification of all VIP's and other participants.
   - Arrangements with radio, television and press to inform public.
   - Signs for posting at gates and other prominent spots.
3. Appropriate individual designated to make decision for postponement or cancellation.
4. Deadline set beyond which postponement or cancellation impracticable except in extreme emergency.
5. If weather interferes, substitutes for outdoor program prepared, such as films, talks and indoor demonstrations.

Miscellaneous

1. Appropriate individual selected and fully briefed to take over in event project officer unavailable.
2. Final review prepared after event, including:
   - Summary of press reaction.
   - Comments by VIP's.
   - Particularly successful ideas and/or devices worth repeating.
   - Pitfalls and recommended corrections. ◆

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HOTEL Carillon



MIAMI BEACH'S newest, most luxurious resort hotel
100% AIR CONDITIONED

Full-time staff of convention experts to serve you! Whether your group is large or small, The Carillon Hotel offers complete cooperation down to the smallest detail – to assure you a smooth, successful meeting!

★ **CONVENTION FACILITIES INCLUDE:**

- ✶ 9 meeting rooms – 75 to 1500 people
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- ✶ 8 dining areas – 40 to 1,000 people
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- ✶ Exhibit area – 18,000 sq. ft.
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- ✶ Complete equipment, technical help

★ **GUEST FACILITIES INCLUDE:**

- ✶ 620 luxurious rooms with private bath and 21" TV and radio
- ✶ 1000 ft. of private ocean beach
- ✶ Olympic size swimming pool – cabanas
- ✶ Parking on premises – 620 cars
- ✶ Lavish entertainment nightly in Le Can Can Supper Club
- ✶ Tambourine Cocktail Lounge

WRITE TODAY for colorful convention kit outlining full details.

HARRY SNOW,
Director of Sales

THE Carillon HOTEL

OCEANFRONT, 68th TO 69th STREETS
MIAMI BEACH 41, FLORIDA



SHOWCASES display scaled models of U.S. patented inventions, years ago. Center exhibit is an antique car.



AIR supported structure houses "Antique Americana," a nationwide shopping center exhibit sponsored by Four Roses Distillers Co.

Watch This Exhibit Trend

Consumer goods get promotional push via exhibits on shopping center grounds. With high traffic and assured attendance, more manufacturers are taking shows on the road. Shopping centers like the idea, too. Regular show routes now being established.

WITH PRESENT GROWTH of shopping centers creating a complex of 4,000 centers across the country, merchant associations are taking a closer look at promotional opportunities.

Most larger shopping centers have approved budgets in excess of $100,000 for advertising and promotion. However, promotions cannot take on the form of direct sales lines but must approach a happy institutional medium for all stores.

Manufacturers have been eyeing the vast potential of the shopping center market, where centers such as Cross County in Yonkers, N. Y., and Northland in Detroit, Mich., cater to as many as 250,000 persons in one day during Christmas sales and ordinarily enjoy more than 200,000 shoppers per week.

Ford Motor Co. has become a staple in the shopping center promotional area with a number of shows each year. Seagram's, Chevrolet, Pan American, and many more have been touring exhibits to selected regional centers. National Advertising Company has even developed a program to sell space on parking lot poles within the centers. Redbook Magazine has been effectively exploiting across-the-boards merchandising for its advertisers through its highly-suc-



CABANA-like booths house showcases of exhibits on shopping malls.

FAMOUS LAST WORDS No. (13)

"WE OUGHTA HAVE A MOBILE SHOWROOM"



...YOU SURE "OUGHTA"

There's a limit to what a salesman can do personally in carrying an extensive merchandising program to the trade. That's why more and more companies are putting their "sell" on wheels—in the form of traveling showrooms which give their salesmen much better control of a sales presentation.

Armstrong Cork Company, for example, recently commissioned GRS&W to design and build interiors for 22 traveling showrooms. Right now, these mobile display units are touring the country bringing Armstrong's outstanding merchandising program directly to the doorsteps of 20,000 retail dealers. By having all the sales and merchandising aids, presentation equipment and actual products all in one central location, the salesmen are able to deliver the sales message in a much more efficient and convincing manner.

GRS&W has constructed many mobile showrooms for clients with vastly dissimilar products and objectives. We'll be glad to discuss how this important medium can fit into your sales promotion program.



Send for interesting case history stories on "Traveling Showrooms."

GRS&W **exhibits and displays**

5875 CENTRE AVENUE, PITTSBURGH 6, PENNSYLVANIA

cessful "Easy Living" program within the centers.

International Council of Shopping Centers, with a roster of over 700 shopping centers, has been endeavoring to promote such promotional activities within the entire field of shopping centers. At one time it even supported a "Howdy Doody" promotion in conjunction with NBC.

A leader on the agency level in promoting major activities in shopping centers is Don Gerald Associates, Inc., New York City public relations and promotions agency, and member of International Council of Shopping Centers.

Don Gerald began its existence at the same time shopping centers were first sprouting across the country some five years ago. The agency represented trade and consumer shows at New York's Coliseum and was approached by a client, management of International Home Show, to help promote shopping centers with which it was involved.

Its first shopping center promotional tour was an airhouse exhibit, supported by such manufacturers as U. S. Rubber, RCA Whirlpool, General Electric, Wellington Sears, and Martex.

After that Don Gerald worked closely with Sales Communications, Inc., division of McCann-Erickson, to develop a shopping center program for a potential auto client.

Four Roses Show

This past year, the agency created, produced and toured a special shopping center exhibit-promotion for Four Roses Distillers Company, which was an integral part of the campaign to introduce that company's Antique Kentucky Bourbon on the market.

It has even stepped into development of some marketing programs within shopping centers. Three years ago it approached Kiddieland Corp. of America about placing its coin-operated children's amusement rides within shopping center malls and walks. Kiddieland Company, running a lucrative national operation with Sears Roebuck, Woolworth's, Grand Union, Food Fair and others, agreed to a one year test of the new program. Today, the Don Gerald shopping center program accounts for a significant part of Kiddieland's annual



the "seat" of your next convention...

Bringing them in from out of town? Solve your transportation problems by putting yourself in the hands of Capital Airlines' Delegate Service.

Not only will Capital whisk your delegates to their destination on a jet-prop Viscount. In addition, a Capital travel expert will help you with ground transportation, hotel accommodations, even entertainment.

How about the cost? Often less than train transportation, and you save up to 80% in time! If you convene in almost any major city of the East, Midwest or South, call Capital...do it now!



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THE HOMESTEAD
HOT SPRINGS, Virginia

volume and extends to over 200 shopping centers across the country.

Presently, the Don Gerald organization is touring a major exposition to key regional shopping centers. It involves some of the country's leading manufacturers. The exposition is called "Antique Americana" and is displayed in gaily-striped "cafe-type" booths at the high traffic point of the shopping center mall.

Within the booths are display cases that feature the early telephones of Alexander Graham Bell, from A. T. & T., antique hearing aids from Zenith, early American locks from Yale & Towne, Edison Bulb from General Electric, early and modern eyeglasses from Bausch and Lomb, Hallmark Greeting Card Collection, Milton Bradley Company's history of toys and games, Socony-Mobil's old-time oil lamps and advertising, and many more.

The show opened for one week at Mid-Island Plaza Shopping Center, a regional center with 88 stores, in Hicksville, L. I., N. Y. Over 108,000 persons went through the exhibit this first week. Other outstanding shopping centers on the list include: Garden State Plaza, Paramus, N. J.; Cross County, Yonkers, N. Y.; Green Acres, Valley Stream, L. I.; 7 Corners, in Washington, D. C.

More Than 70 Stores

All centers listed are in the regional category and contain no less than 70 stores each. Department stores within the centers are: Macy's, Gimbel's, Gertz, Bamberger's, Woodward & Lothrop, Lane's, and Franklin Simon.

Near future has Don Gerald Associates previewing a national show for one of the country's largest manufacturers. This will take place on its newly-formed shopping center circuit in early autumn.

Travel industry will be focal point of another show Don Gerald is to premiere in the New York City area in early autumn. It is called "Travel Fair" and will be produced in conjunction with American Society of Travel Agents.

Advertising agencies that represent individual shopping centers, as Fulweiler & Slaughter, New York City, feel that it is only natural to see this present flurry of merchandising and

2 happy words

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- Magnificent cuisine
- In the center of Biloxi's night life.

Complete Convention Facilities

Sun-n-Sand BILOXI

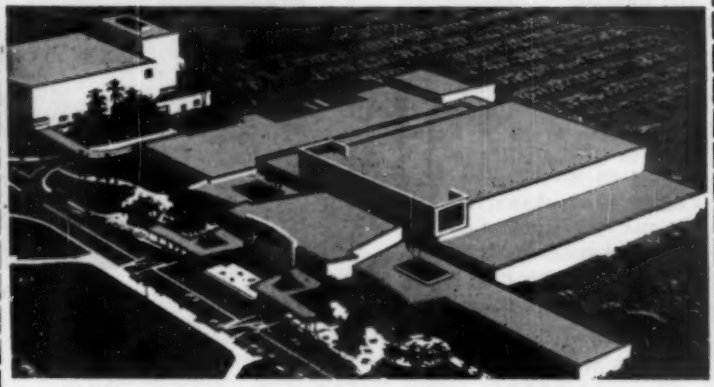
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Jo Anne Burgess, Convention Secretary
•
Clifford R. Gillam, General Manager

THE INN
Buck Hill Falls
PENNSYLVANIA

marketing excitement within the shopping center area, since these markets represent: shoppers from the suburbs, within high income brackets, account for a large proportion of national consumption, own their own homes, own cars, and usually have jobs in "white collar" or managerial positions (N.Y.U. Journal of Retailing Report).

Shopping centers do their part to promote such expositions and events from manufacturers. They support advertising in leading regional media, provide publicity personnel to service local press, offer facilities within the heart of the center, and follow through on merchandising within individual stores of the center.

Recent estimate of International Council of Shopping Centers predicts 10,000 shopping centers in the U. S. within 10 years. This should have great effect to broaden the concept and approach to present-day marketing patterns. Promotions in shopping centers should see a very active future. ◆



FIRST installment of Hollaender's meeting by mail goes in box to 2,000.

Small Company Tries Sales Meeting by Mail

Can't afford to bring 2,000 men who sell product into one place so company creates mail campaign with meeting material. Starts off with welcoming speeches by executives; ends up with awards.

FIRST national sales meeting of The Hollaender Mfg. Company is under way with approximately 2,000 salesmen participating—and some of them will never come within a thousand miles of Cincinnati, home office.

"We're holding our sales meeting by mail," says Earl Stafford, sales

manager for the firm, which manufactures slip-on pipe fittings. "This isn't just a mail sales promotion program; it is set up like an actual sales meeting – from welcoming speech, through sales training, to awards at the end of the meeting. We believe this is a 'first' – certainly it's the first in our industry."

Hollaender fittings are sold widely, since they are installed with a hex wrench, and require no threading or welding. But why has Hollaender taken to the mail instead of holding a conventional sales meeting?

"We aren't a large company, and we couldn't afford a general sales meeting which would include everybody," Stafford says. "Many salesmen, particularly those outside the Midwest, probably couldn't get here anyway. The way we're doing it, everyone has a chance to participate and to win prizes."

Theme of the meeting is: "Imagination makes the difference and the money," and Stafford refers to it as Hollaender's "Imagination Workshop." It started in June and will include approximately 20 mailings from the company. It will last until January.

All mail won't be going in one direction though because salesmen are to fire back ideas on "creating the need and selling the solution" – plus orders for Hollaender fittings. "At least we hope they will," Stafford says.

In his welcoming "speech," Stafford introduced himself:

"Welcome to our Imagination Workshop. I am Earl Stafford, sales manager of Hollaender Manufacturing Company, and I hope in the coming months we'll get to know each other real well. Our ad agency insisted on printing my picture here, so you'd know what I look like until we get a chance to meet.

"We're a small company but we travel far and fast in our company plane. Still, it's impossible to get around and meet all the men with ideas who combine our products with a vivid imagination and build sales for us–making money for themselves along the line. . . .

" "We want you to make money. If you do, our sales will continue to climb – then we'll both make money in spite of our government's Department of Taxortion. . . . I salute you as creative salesmen!"

In another mailing, Stafford introduces P. R. Hollaender, president of the firm, who in turn introduces R. P. Hollaender, vice-president. They tell about the history of the company, and wind up by urging salesmen to "keep an eye on the mailbox; we'll be seeing you soon!" ◆

Planning a series of meetings in the East?... 1-2-6 or 12?



Here's how to plan several, all at one time—using Treadway Inn's Central Plans Service

Field sales meetings . . . distributor or dealer gatherings, service, training or engineering sessions—whatever the meeting need, now you can relieve the strain of making multiple meeting arrangements. All you do is call Treadway Inns' Central Plans Service and outline all your requirements: general locations, accommodations, facilities. Treadway Central Planners do the detailing, present you with one over-all plan for approval . . . one plan for one or several meetings!



One Quick Call Puts you in Touch!

Treadway Central Planning Service contacts the Treadway Inns where you want to meet; checks dates for you, meeting rooms, guest room accommodations, equipment, entertainment, menus, costs . . . all the data you need. Saves you time, eliminates calls and correspondence. Makes meeting planning easy!



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Meadville
St. Davids (Philadelphia)

MARYLAND
Annapolis

DELAWARE
Dover

FLORIDA
Vero Beach

Treadway Inns *and RESORTS*



ROUNDTABLES are used in TV Guide meetings, now that formative stages for policy are behind the company.

Seminars Beat Big Meetings?

Yes, but! TV Guide's experience points to better meetings for both field men and home-office executives when seminars are used. However, there are four drawbacks to small sessions.

INFORMAL round-table seminars or general group sessions—which are best?

Business men responsible for planning and conducting sales meetings and conferences have strong opinions, pro and con, on the value of two types of meetings. Executives and field personnel who participate as delegates also are outspoken in their views.

But if you talk with executives of TV Guide magazine at its headquarters in Radnor, Pa., or in its 31 offices throughout the country, you'll find the majority favor small, informal gatherings to the large general-type meeting.

Response to informal sessions has

"THE RESORT-CONVENTION HOTEL OF MANY HAPPY RETURNS!"



All our claims are so much extra icing on the cake. For the proof of the pudding, we proudly point to the many groups who keep coming back happily time after time—for fun and accomplishment.

For full particulars about our matchless meeting and exhibit facilities, write:

Convention Manager

A TISCH HOTEL

THE Traymore

CENTER OF THE BOARDWALK
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IT'S THE WISE GAVEL . . .

that hits the board that stands on the lectern, which faces the crowds, that attend the speaker, who can be seen on closed TV in thirty rooms, both large and small, which create the nation's largest space available in portion or package to mammoth convention or intimate group . . . but is yet just a part of the Wonderworld called*

Americana
THE HOTEL OF THE AMERICAS

*[illegible] square feet

INTER-OFFICE MEMORANDUM

ROUTE TO W.M.R.

Bill - Just got back. It's everything we heard - and then some. My vote goes to the AMERICANA!

Jim

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- Air-conditioned banquet and meeting room
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- Exhibit space 130,000 square feet. 15 ft. ceiling, 18 ft. doorway.
- Parking for 2,500 cars.

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Memorial Coliseum • Portland 17, Ore.

been so favorable that three of the magazine's meetings thus far in 1960 have used the seminar method – advertising department's national sales conference at Greenbrier, White Sulpher Springs, W. Va., in January; national circulation's sales meeting at Hershey, Pa., in April, and the publication's managers' meeting at Key Biscayne, Fla., in June.

Experience Points Way

Decision to concentrate on seminar sessions was based on several years' experience with general group meetings.

"In the first several years of operation (after our founding as a national magazine in 1953) group meetings filled a very valuable function," says B. P. Bradfield, assistant to the publisher. "In the initial meetings we were presenting policy for the organization. Once we got our policy program working properly, then it was time to shift our technique because policy does not change substantially in any organization," he adds.

Under the magazine's meeting program, the entire group gathers first in a general session, usually on opening night of the conference when delegates have arrived from throughout the country. Then each delegate is assigned to a particular group and stays with it for all seminar sessions during the conference.

In the advertising conference at Greenbrier, seminars were held on merchandising, sales promotion, research, administration and production. Each session ran 90 minutes. First half hour was devoted to a presentation by the group leader, then session was thrown open to discussion.

An outside speaker participated in the research meetings. Dr. Burleigh B. Gardner, executive director, Social Research, Inc., Chicago, and his organization were then completing a year-long study of the magazine's audience for release in July. Dr. Gardner spoke first at a general meeting to outline the study, then moved to a seminar session. Each of the magazine's advertising representatives had an opportunity to ask specific questions during the seminar.

TV Guide's circulation department had all of its more than 70 field men participate in a series of seminars on promotion, research, retail and wholesale sales and field operations. Once again the same format was used: an introductory presentation by group leaders, followed by an open discussion. But the circulation meetings lasted three hours instead of 90 minutes and included a coffee break.

"Our circulation men were happy

with this type of meeting because the presentation portion was instructive and informative and in many cases answered their questions. Open discussion gave them an opportunity to explore certain subjects further and tell of their own experiences," explains Circulation Director C. J. Bodkin.

TV Guide first began using the seminar method at its 1959 managers' meeting at Key Biscayne. Previous meetings had been group gatherings to feature presentations by department heads.

Seminar Advantages

Bradfield says seminar sessions offer these advantages:

1. They permit more time for discussion than in a large gathering.

2. A participant finds it easier to make a comment before eight or 10 people in a smaller meeting than before 60-70 persons; average delegate might be hesitant to make comments in a general gathering that he would make in a seminar.

3. Seminar meetings give delegates a closer sense of participation and do not feel they are being lectured like school children.

4. Delegates who sit in informal meetings with headquarter executives feel much more at ease than in a large open meeting, where the podium presents a psychological barrier and sometimes creates a teacher-pupil image.

Reaction to informal meetings has generally been favorable, both from group leaders and delegates.

"The seminar, of course, is the best format to answer specific problems and to let several managers hear answers to problems which have so far arisen in only one area, but which eventually might arise in other areas," Editor Merrill Panitt notes. "Needless to say, I for one found the switch in format from large meetings to small seminars most helpful."

Subscription Manager John Brandt expresses a similar view. "My enthusiasm for round-table type meetings as opposed to lecture sessions is very simple. The round table lends itself to free exchange and discussion among a small group of people. With lecture meetings there is no exchange of ideas," he says.

Field men also find seminars to their liking in most cases. "Seminar meetings give the local manager an opportunity to speak his piece. Not only does he have a great many ideas,

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SERVICE is what Manger sells—not just rooms and facilities! *Service*—the kind of help that has seating arrangements executed perfectly and on time. That has a proper P. A. system functioning as it should, set up as ordered. That has special tables as ordered, lighting, projection and other arrangements as requested—all *on time*, without last-minute makeshift changes and compromises. And all this goes along with some of the finest meeting-room facilities in the country. So check with Manger before your next meeting—see the difference real SERVICE makes!

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WASHINGTON, D. C. THE MANGER ANNAPOLIS THE MANGER HAMILTON THE MANGER HAY-ADAMS

Convention Department, Manger Hotels
4 Park Avenue, New York, N. Y. (Dept. A-9)
Please send me full information about Manger Hotels meeting and convention facilities.

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Plan Your Next Convention at the

Dell View Hotel

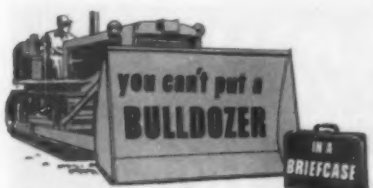
Complete convention services—at the world-famed Wisconsin Dells—facilities to house, serve and entertain all types of business meetings, from 50 to 500 persons.

Swimming, golf, fishing, boat trips, charter tours, bridge tournaments and many other recreational activities combine vacation pleasure with business. Special group convention rates.

The Dell View is easily reached by auto, bus, train or plane—located on Highways 12 and 13, north of Madison. Write for further information, rates and brochure SM-60. In Chicago, phone MOhawk 4-5100.

Dell View Hotel

Lake Delton, Wisconsin



But bulldozers, beach-wear or beverages *can* be re-created in the realism of full color three-dimensions in a size to fit a pocket. Products and product features are seen "true-to-life" and are more thoroughly understood—more easily remembered.

Objects of any size are presented with maximum impact. Commercial services are virtually "demonstrated" by the life-like pictures.

Low-cost View-Master three-dimension picture reels also provide a seven-scene continuity. Unrivalled for salesmen's visual aids, for point-of-purchase displays, and for direct-mail promotion.

SEND FOR FREE SAMPLE: View-Master product reel and hand viewer. Mail coupon to Sawyer's, Inc., P.O. Box 490, Portland 7, Ore.

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but he is also more familiar with his own editions than anyone else, including the regional manager," says Charles Pritchett, regional manager in Cincinnati. "Also, in large group meetings, only a few will stand up. More important, the give-and-take is helpful. The field force must be honest with the national office and keep top executives informed of what is happening in each area."

Seminar Shortcomings

Yet for all their benefits, seminar gatherings do have some shortcomings, according to Oliver H. Crawford, the magazine's West Coast regional manager. They include:

1. Lack of cross-pollination: A fruitful discussion which comes up in one seminar can be completely lost to everyone else who attends the conference.

2. The loud mouth: One of these in your group and the seminar becomes a one-man monologue.

3. The slow learner: If you have one of these, the seminar is devoted to kindergarten lessons.

4. Lack of enthusiasm: Seminar leaders, after handling several groups, lose interest. They get to do their presentations automatically.

Management officials agree that seminar sessions offer the headquarters staff an opportunity to note the alert and quick-thinking delegate who is quick to respond to a problem. Since in most instances this may be the only opportunity during the year for the home office to see the field representative, responsive men will stand out in small, informal discussions. ♦



"And I want to introduce a speaker who's speech will leave no doubts in your mind about his knowledge of hot air."



Canada is conventionland!

ONLY HOURS AWAY - VIA TCA

Conventions are fun when you hold them in Montreal, Canada's unique Paris de l'Amérique. There you'll discover superb convention facilities that comfortably accommodate more than 5,000 delegates. And only 40 miles away via a six-lane superhighway are the rustic lodges of the Laurentians — perfect for smaller meetings or weekend fun. Nearby there's Quebec City, with its historical old-world charm. This year convene in Canada. Offering all the excitement of a "foreign" land... only a few hours away by TCA.

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For planning assistance, see your travel agent, or contact TCA in Boston, New York, Tampa/St. Petersburg, Miami, Cleveland, Detroit/Windsor, Chicago, Seattle/Tacoma, San Francisco, Los Angeles or Washington, D.C.

Miami Beach's most celebrated Convention World... Eden Roc

hotel, cabana & yacht club

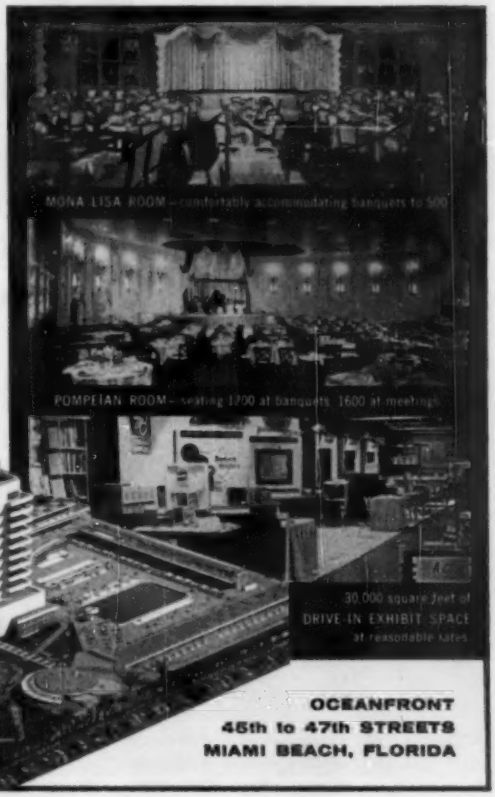
ALL THIS IS YOURS... FOR A PERFECT CONVENTION!

- 14 meeting rooms or combinations . . . to seat any size meeting from 24 to 1600!
- Monitored air-conditioning • Modern lighting and sound equipment
- Outstanding cuisine . . . served from an ultra-modern kitchen, strategically placed to serve every banquet with maximum expediency
- Underground parking garage • Yacht anchorage on protected Indian Creek
- 30,000 square feet of drive-in exhibit space at reasonable rates

ALL THIS — PLUS:

- Olympic pool and private ocean beach
- Over a hundred luxury cabanas with individual bathrooms
- Magnificent covered outdoor pavilion for dining and dancing, outdoor meetings
- Three delightfully different dining rooms to suit your every mood
- Informal gaiety and dancing in Harry's American Bar—Garden Cafe
- Fabulous entertainment nightly in the unparalleled Cafe Pompeii

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OCEANFRONT
45th to 47th STREETS
MIAMI BEACH, FLORIDA



REDWOOD dwarfs everything else in main lobby of Santa Rosa's Flamingo Hotel. Realistic tree (17 ft. high by 32 ft. round) houses four projectors to throw pictures on walls.

How to Work All the Angles



SCOURCE of publicity for Redwood Assn. are gifts of 10-year-old redwoods to mayors in towns where CRA met.

Cal. Redwood Assn. engineers meeting that is daring, novel and effective. Uses pros for polished production. Shadow screen and old-time movie clips put punch into message. Conference gets big play from press; costs less than $40 a head to put on road.

By CHARLES L. SCHAFER
Conference Coordinator, California Redwood Assn.

"A REDWOOD TREE that size in here!" The British car salesman gaped in disbelief at a huge tree in the lobby of the Flamingo Hotel in Santa Rosa, Cal. Then seizing the opportunity to identify himself with the biggest thing in sight he fit his business card into the shaggy bark above a dozen other calling cards. Almost immediately his card was dwarfed by a "business card" five feet high as the men who built the giant hoisted a symbol into the tree to announce that California Redwood Assn. was opening the first Redwood Industry Conference ever held in the association's 47 years.

This massive prop – 17 feet high, 32 feet in circumference (its bark alone weighed more than two tons) –was true to life. Children yelled to their parents, "Look! A real tree!"



EQUIPMENT is ready to roll. Doug George, Douglas George Associates, Hollywood, (left) stands by to operate wide-screen, quick change projector; Charles Schafer, conference coordinator (center) follows script; and Hiro Yoshida, George Associates production manager, mans motion picture projector and tape machine connected to show's sound system.

Parents smelled the bark, fingered it and exclaimed, "Why, it's not plastic! It is real!" It even surprised the CRA field men who see the big trees in the forests every day.

Clustered at the foot of the giant, were six architect-designed exhibits that filled 3,000 sq. ft. of display area. Four concealed motion picture projectors simultaneously threw pictures from the tree to the four walls of the lobby.

CRA's giant tree set the scale for a conference with a bold design in audio-visual communication. CRA proved how effectively a complicated story can be told in one day by using a fast-changing, wide-screen film projector with a combination of motion picture shorts, shadow screens, stage vignettes, taped sound, and live narration by association executives.

"Design for Growth" theme was prophetic. The giant tree led to more trees and the one-day conference grew into a national show that traveled to Dallas, Rockford, Ill., and Columbus, Ohio. Findley Torrence, Sr., editor of "Wood Construction and Building Material," who caught the show in Columbus, says, "This is the best engineered meeting I have ever seen in 40 years of attending lumber meetings."

Key to well-engineered meetings lay in having a great story to tell and in engaging professionals to produce the vehicle to carry that story. CRA's Executive Vice President Phillip T. Farnsworth, insured technical accuracy by having the staff write basic scripts and select visuals. He guaranteed a polished production by using professionals to advise, produce and stage the conference. Among these professionals was a full-time conference coordinator.



POSTER-SIZE panels, framed in redwood, tell CRA's story in this lighted exhibit, designed by John Matthias, Pasadena, Cal. Usable with two or more upright panels, CRA's gallery can be assembled with bolts and wing nuts.



REDWOOD in conference room is a 14-ft. tree with literature booth inside.



did you know that the Hotel Claremont has the most convention space west of the Mississippi?

60,000 SQUARE FEET OF EXHIBIT SPACE

Make the Claremont headquarters for your next convention, sales meeting, conference, professional seminar, new product introduction or exhibition. It's the liveliest resort hotel in the West.

22-acre garden setting.

Overlooking San Francisco Bay

Banquet service for 4,000

Call, write or wire for full information

"GROWINGEST" HOTEL, TOO: NOW MORE THAN 30 MEETING AND CONFERENCE ROOMS AVAILABLE—AND WE'RE STILL ADDING MORE!



Hotel Claremont

Oakland/Berkeley, California
THornwall 3-3720 Teletype OA 520

Murray Lehr, managing director
Victor Roberts, resident manager
in San Francisco: HOTEL CANTERBURY, Willard Rutzen, manager

One Of The Main Reasons Why Des Moines Hosted Nearly 500 Conventions Last Year...

HOTEL FORT DES MOINES

Des Moines' central location and complete facilities . . . combined with our outstanding accommodations . . . assure you of a successful business convention or sales meeting. Iowa's leading and prestige hotel offers you . . .

- 425 attractive modern guest rooms
- Air-conditioned rooms and suites available
- Accommodations for groups from 10 to 1,000
- Free TV and radio—closed circuit TV
- Unlimited parking space in conjunction



Telephone CHerry 3-1161 • Teletype: DM 87
ROBERT W. STANLEY, Sales and Convention Manager
JOSEPH E. WHALEN, General Manager

Another Friendly BOSS Hotel

"New Dimensions in Sales" was the national conference theme. Objective was to give wholesalers the facts they need to increase their redwood sales. "Idea behind our wholesale conferences was simple," says Farnsworth. "We wanted to give ready-at-hand facts from our technical library of 6,000 books, facts our field service representatives learn from 800 to 1,000 office calls a year on architects, facts from our film library and the thousands of letters we receive from people who build with redwood. Result was that every wholesale salesman who had a professional interest in improving his redwood sales found this conference program full of merchandising ideas and information he could turn into profits."

Three one-day conferences were held within a three-week period. They attracted 477 wholesalers from 31 states, District of Columbia and three Canadian provinces. Fifty CRA executives and sales representatives of member mills also attended.

Months in Preparation

Script for the conference was jointly prepared over a period of seven months by CRA's technical, promotion, advertising, publicity, field service and executive departments and the conference coordinator. It filled 250 pages of a three-ring binder. Script included 16 sections which covered all of CRA's activities which had value for wholesalers.

Into this script the staff originally keyed 450 visuals, making selections from CRA's library of thousands of photographs. During these preliminary stages, there was great freedom to delete, change and rearrange visuals or commission new visuals to demonstrate tested merchandising and sales techniques used by leading redwood wholesalers. Final count of visuals used stood at 350.

To permit CRA staff members (42 in all) to carry on their regular work without interruption, as conference coordinator I charted assignments for the 64 working days preceding the conference rehearsal. We set realistic deadlines so that all art and production items required for each step in planning, promotion and staging would be ready on time. I worked with each department as it became involved in each stage of preparation. We purchased professional services and specialized equipment to supplement and reinforce staff efforts.

"With a smaller budget than most competitors," according to Farnsworth, "we have to make every CRA promotional effort, every ad, every

film, every redwood data sheet just a little better, a little harder working than anyone else's. The association appreciates what professionals can accomplish and is used to using them to achieve outstanding results."

68 Pros Used

Sixty-eight outside professionals worked on the wholesale conference: 19 helped produce the original displays designed by John Matthias of Pasadena and architect Ernest Born, FAIA, of San Francisco; four prepared stage drapes and props; six photographed and edited motion picture shorts; seven printed, designed typography, and produced invitations, badges, programs, literature and promotional materials; 21 were involved in slide films produced by Douglas George, Hollywood; 11 assisted George with taped narration, music and sound effects.

George attended early planning sessions of the CRA show and extended his assistance over the entire period to prepair and present the show. He was selected because of his experience in producing slide-sound shows, motion pictures and annual conventions for a number of national companies having West Coast headquarters, and in producing U. S. Navy training films.

Since the CRA show involved split-second timing, advance rehearsals were held three weeks before the first show and on the night preceding each show during the field meetings. To make doubly sure that the show clicked on schedule, George carried extra "back up" projectors and spare parts in case of equipment failure.

Attendance Promotion

With production of the conference underway, Owen T. Stebbins, CRA's promotion manager, issued a series of progress reports and a "consolidated promotion calendar." Calendar detailed promotion assignments week by week and suggested how mill sales managers could tie in with various activities to push for maximum attendance of their own wholesalers at the conference. These communications with the key promotion group paid off in high attendance.

Shadow Screen

Problem of pulling 350 visuals together into a story line that would make the work of the association's various departments mean something to wholesalers was solved with a simple theatrical device—a telephone call staged behind a shadow screen. With this device, attention was focused on the "tough" questions redwood wholesalers get from their



When you want to get things done
the Thayer's the place!

Many of the nation's leading organizations find **The Thayer's the place** for meetings with a purpose. The scenic West Point setting on the Hudson and freedom from big-city distractions (though only 45 miles from NYC) provide a background for accomplishment in a relaxed atmosphere. 240 rooms, meeting and banquet rooms for 10 to 300 with excellent facilities for divided-group training sessions. Audio-visual aids. Wonderful food, cocktail lounge. Free Parking. Sports nearby. Join the Thayer "regulars"—satisfied groups who return time after time—and see why **The Thayer's the place** for meetings with a purpose. Phone Manager Jack Schafer, HI-6-4731 (area code 914).

Thayer "regulars" include Esso Standard, General Foods, General Electric, U. S. Rubber, Allstate Insurance, New York Telephone, New York State Bankers Assn., A. T. & T., Gulf Oil, Lederle Laboratories, I.B.M., and Nationwide Insurance among many other prominent organizations.

HOTEL THAYER
WEST POINT 2, NEW YORK

Crawford House
HOTEL • MOTEL
Cottages
in the heart of the
White Mountains
CRAWFORD NOTCH, N. H.
For Convention Folder write Robert K. Holiday, Mgr.



Your Ideal Convention Spot

New England's COMPLETE Resort, a perfect setting for business and pleasure. 2000 ft. altitude.
Private conference rooms. Banquet Hall seats 450 persons. Cocktail Lounges. All recreational activities: sporty golf course • putting green • 4 tennis courts • lawn bowling • shuffleboard • Beach Luncheons • swimming • fishing

All inclusive rates—no extras. June thru October.

IT IS WELL KNOWN IN THE BETTER FIREHOUSES, THAT **SHOW SERVICE EXHIBITS, INC.** HAS BEEN RE-NAMED

EXHIBIT CRAFT, INC.



EXHIBIT CRAFT, INC.
18-35 38th St. Long Island City 5, N. Y.
Designers and Builders of Exhibits • Interiors • Models • Displays

Fields Hotels
YOUR COAST-TO-COAST CONVENTION HOST

NEW YORK
HOTEL Governor Clinton
7TH AVE. AT 31ST ST.
A step to everything. 1,200 guest rooms. 10 beautiful air conditioned function rooms for 10 to 500. Banquet service. Opposite Penn Station. PHONE: PEnnsylvania 6-3400.
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HOTEL Coronado
3701 LINDELL BLVD. AT SPRING ST.
Meet them in St. Louis. 18 newly redecorated, air conditioned function rooms for 10 to 600 persons. Banquet service. Midwest's favorite restaurants. PHONE: JEfferson 3-7700.
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MISSOURI
The Elms HOTEL
ONLY 28 MILES FROM KANSAS CITY
America's foremost spa! 5 air conditioned function rooms. Banquet service. All sports. Swimming pool. Mineral waters, baths.
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Victor J. Giles, Director of Sales

dealers and the show became a meaningful reason to answer those questions. In this way, new information was presented in a setting familiar to the audience and wholesalers could quickly identify themselves with the man on the phone.

This is the way it worked: After the welcoming addresses and introductions of wholesalers state by state, the lights went out. A telephone rang. A light came up behind the shadow screen, revealing Ed McDonnell, CRA's advertising manager, in an enlarged silhouette seated at a desk answering the phone. "Wholesale Redwood Company" sign completed the setting.

Yes, Mable . . . . . O.K. Mable . . . . . .
Yes Mable, put her on.
Hello Operator. Hello Operator.
Yes, this is the Wholesale Redwood Company.
Yes, I'm the manager.
Collect? Who it it?
Certainly . . . . . certainly . . . . . .
I'll take the call.
Hello Gus, how are things at the River City Lumber Company
Fine . . . . . Good
You've got a guy with a lot of questions? Who is he?
Oh, a builder! O.K. What are the questions?
Why is certified Kiln-dried redwood better than air dried?
Yes, yes . . . . Wait a minute . . . . . .
Let me get a pencil and some paper.
No, no not you! I just knocked some stuff off my desk.
Let's start over. Why is certified Kiln-dried redwood better than air dried?
Yeah . . . we'll find an answer.
What else?
Rotary Club? How did they get into this.
Oh, you're the president.
Congratulations!
They want to know what?
What is the future of redwood and will it always be available?
Well . . . . uh . . . . you got me.
O.K. What else do you want to know?
How do you keep a natural redwood effect with low maintenance?
Yeah . . . yeah . . . well . . . .
uh . . . What's next?
He wants the advantages in using saw-textured redwood inside and out?
We can dig up the answers on that, too. Now what?
He also has an interest in board and batten but wants to know what new products they have? Well there's one I do know.
For instance a completely new variation of an inverted board and baten.
Alright, now what else do you want?
That's all for the moment?
It will take some doing but . . . . uh . . . . well we can learn some of these answers together. O.K. Let's take them in order one by one.

Questions Repeated

With this light, humorous beginning, the shadow screen faded, the spot light flashed on and switched between two lecterns set up at the far sides of the wide screen where CRA department heads alternated in narrating answers. An echo-chamber taped voice repeated the dealers' questions as the show progressed.

In the afternoon, the audience got more glimpses of the shadow screen as the manager of "Wholesale Redwood Company" continued his telephone conversation. Just before the finale, while he summarized his answers, the wide screen repeated key visuals from the day's show. The conversation ended with: "There's the whole story, Gus, and all the answers. You learn and I learn. Now go get yourself a big fat order!"

1,000 Cues

Final filmstrip lent itself to a fast moving, three-and-half hour presentation with more than 1,000 cues. lasted three minutes; basic facts on redwood, 11 minutes; tree farming progress, three minutes; advantages of natural weathering, use of water repellants, paints and bleaches, nine minutes. During the 15-minute "New Pattern" sequence, the picture in one slide came alive as motion picture film brought the picture to life.

Thunder and Lightning

Music, taped voices and sound effects heightened the realism and drama of the visuals. Taped clap and roll of thunder rattled the dishes on the tables when the producer projected a picture taken in the Ryan High Voltage Laboratory at Stanford Universtiy to show how a redwood frame for insulators can sustain a charge of 200,000 volts without conducting it. To emphasize the influence redwood has in every section of the U.S. and Canada, taped voices of architects, dealers, wholesalers and users expressed views in Southern drawls, Western twangs, and Eastern and English accents.

Slides to show the number of impressions CRA advertising made in local areas were projected within the wide-screen slide to show total national impressions. By using this slide within-slide method, the basic filmstrip was extended with localized information on separate individual slides.

To demonstrate "how not to do" three important phases of selling, Redwood Assn. created a film clip out

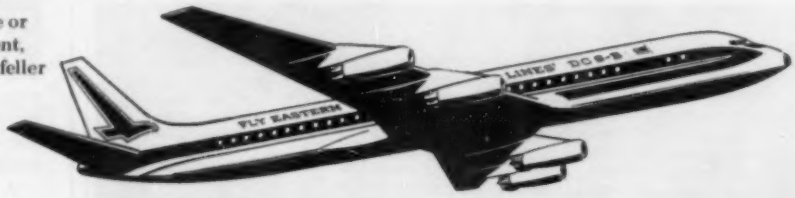
Did you hear the one about the Traveling Salesman?

Here's a story that's being told in more and more sales circles across the nation. It's all about Eastern's Incentive Vacation Plan...the plan that gives salesmen free vacations in famous resort areas for exceeding sales goals.

Eastern's IVP is a *jet-powered* method of sparking sales at every level. And best of all, Eastern's IVP pays for itself. It either produces results or costs you nothing!

Eastern, with *proven* experience in IVP's, is best qualified to custom-tailor this *jet-powered* sales stimulator to fit your needs. Eastern serves the greatest resort centers in the United States, Puerto Rico, Bermuda, Mexico and Canada with the world's most advanced airliners.

Find out *today* all about this jet-powered incentive program. Write or call Incentive Vacation Department, Eastern Air Lines, Inc., 10 Rockefeller Plaza, New York 20, New York.



EASTERN AIR LINES

World Leader in Incentive Vacations



The PARK-SHERATON HOTEL is the *Convention City!*

Only a hotel with the size, the specialization and the location of the Park-Sheraton can offer so much—under one roof! At the Park-Sheraton, your convention sessions will move along smoothly, on time, because your people meet *and* live at the same address. Group interest *stays high* because the convention *stays together*. Small wonder the Park-Sheraton is the site of many of the nation's most important meetings, year after year. Send for detailed brochure to help plan your next convention.

- *Grand Ballroom* accommodates 800 for meetings and banquets.
- *10 other function rooms* to choose from, capacities up to 400.
- Heart-of-the-city location—one block from Coliseum, short walk to Radio City, Times Square, Fifth Avenue shops, and theaters.
- Over 1600 guest rooms and suites.
- *Superb exhibition facilities* and services.
- *Famous banquet cuisine.*
- *Coffee Shop, Dining Rooms and Cocktail Lounges.*
- All personal guest services right in the hotel.

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MAIL COUPON TODAY FOR COMPLETE DETAILS

Park-Sheraton Hotel Dept. A-9
7th Ave. and 56th Street, New York, N.Y.

Gentlemen: Please send me your complete Convention Brochure.

Name_____

Company_____

Address_____

City_____ Zone____ State_____

of an old-time movie comedy. Film clip was retitled "Close Shaves in Selling". In it, two comic characters are building materials salesmen who try to approach a prospect to capture his attention. They blow the horn on their model T so loud as to give the lumber dealer a near heart attack. Following their nerve-shattering entrance, the two begin to demonstrate a sample window. However, one of the men gets caught in the supposedly smooth-operating window, which must be destroyed to free him. The smooth exit that salesmen are expected to make is somewhat less than successful as they drive their Model T through a band saw to cut the car in half and send the "heroes" sprawling. Redwood lumber dealers roared at the pitfalls of the less than able characters. During projection, this movie was stopped on cue while Stebbins explained the importance of the comic situations.

Live Model

A live model was used, too. She appeared briefly to suppliment the 20-ft. wide screen demonstration with samples of sculptured wood. Later she appeared in a cloud of cascading chains of one-column 1959 new stories on redwood, enough to make up an entire metropolitan Sunday newspaper.

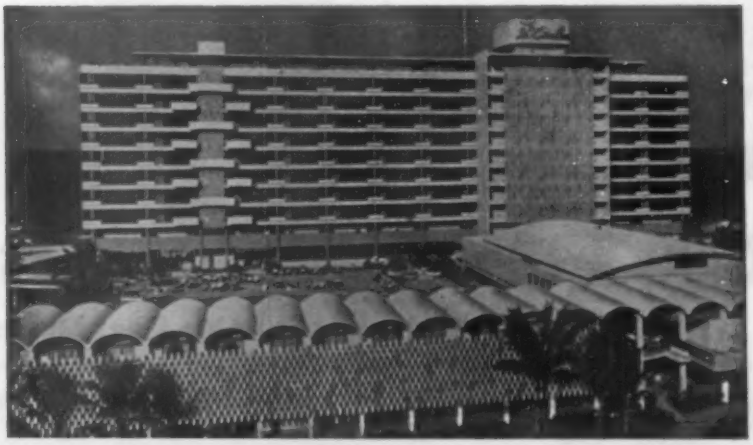
To introduce an outside, objective point of view, Don Ross, field merchandising manager, "Successful Farming," was invited to deliver the keynote speech preceding a luncheon panel discussion on sales ideas.

Instant Money

Bluntly stating facts in clear, rapid style, Ross described workable ideas various wholesalers have used to increase redwood sales. At the end of his summary, he proved there was plenty of money in redwood by taking half dollars out of a CRA certified kiln-dried piece of redwood siding and tossing them to his audience. In response to a request, Ross gave this money-making piece of redwood to one of the wholesale salesmen in the audience to use in his dealer calls.

A panel of redwood wholesale salesmen then discussed seven preselected questions, plus others the audience was invited to ask.

Again needing a redwood tree to set a grand scale for the national Red-



Puerto Rico's Most Interesting Luxury Resort Hotel

La Concha offers exciting newness, spectacular beauty —against a backdrop of foreign enchantment!

Old-world charm, exotic, foreign flavor—fascinating places to go, new things to do—plenty of sun, ocean fun! These are the rewards of meeting away from the ordinary . . . in the Caribbean . . . in Puerto Rico!

And because Puerto Rico is a part of the United States, you'll feel right at home here—with American conveniences, American cuisine to suit your mood, and no language or currency problems to bother you. Today, some of the biggest conventions are being held in Puerto Rico . . . where you're at home *abroad!*

The magnificent la Concha is located on its own ocean beach, in the fashionable Condado section of San Juan. Facilities for your enjoyment include cabana club, king-size pool, two main dining rooms, night club, three cocktail lounges. Tennis on premises. Golf privileges. Completely air conditioned. 250 rooms. No passports, visas, or vaccinations necessary for U. S. citizens.

La Concha was designed—and staffed—with the handling of conventions, sales meetings, and other groups in mind. The grand ballroom will accommodate 700 persons . . . other meeting and banquet rooms adapt themselves to smaller groups. La Concha is completely equipped to provide sound, projection, and lighting equipment—and other accessories—as well as photographic, publicity, and secretarial services. *Attractive convention rates!*

Send for Colorful Convention Brochure!

If you like your meetings with a dash of the unusual, send for your free copy of la Concha's beautiful and comprehensive convention brochure. Write to: General Manager, Hotel la Concha, San Juan, Puerto Rico. William P. Wolfe Organization, Representatives.

la Concha HOTEL, BEACH & CABANA CLUB SAN JUAN, PUERTO RICO

AN ASSOCIATED FEDERAL HOTEL • Cecil Mills, President



DAYTONA BEACH'S
OCEANFRONT
CONVENTION HOTEL!

Daytona Plaza A CRAIG HOTEL

Conduct your next meeting at "the world's most famous beach." Guarantee record-breaking attendance and productive business conferences! Accommodations for up to 500 delegates . . . air conditioning . . . banquet rooms for 1000. Complete facilities, superb service, professional convention staff. Large or small, your meeting will be more successful at the Daytona Plaza.

wood Wholesale Conferences' exhibits, the conference coordinator asked designer John Matthias, to design a special, lightweight traveling tree. This tree had to:

1. Be adaptable to various ceiling heights from 10-ft. to 14-ft. and fit against a wall as a half-round or stand in the center of a room as a complete "tree."
2. Be assembled by wing nuts from sections no taller than 6'8" or wider than four ft.
3. Be composed of redwood bark plus the latest patterns of saw-textured redwood siding.
4. Be useful as a literature dispenser.

Matthias' design met these specifications with a redwood tree that had a section cut clear through it to reveal a handsome panel of saw-textured siding. Eliptical in shape—six ft. at greatest diameter—it appeared round. A counter-high section was piled with the latest CRA literature.

Exhibits Travel

Also a part of conference exhibits were a number of photographic panels from the traveling exhibit, "San Francisco Bay Region Architecture: A Current Report," planned and executed jointly in 1955 by the California Redwood Assn., Smithsonian Institution and Northern California Chapter of American Institute of Architects. Exhibit has been on tour of design centers, art galleries and architectural schools in Canada and United States under the auspices of Traveling Exhibit Service, Fine Arts Collection, Smithsonian Institution, Washington, D.C.

Full dress rehearsal in San Francisco brought the show planning full circle. All exhibits, stage props and literature were loaded into an Allied Van. To the 153 crates and packages (weighing close to 10,000) were added three four-foot living redwood trees which had to be watered daily en route. On their arrival in each conference city, one of the trees was presented in an appropriate ceremony to the mayor by Leo B. Hulett, mayor of Willetts, Cal., who just happens to be chairman of CRA's Promotion Committee.

Because it was a first, the Redwood Wholesales Conference was newsworthy. Announcements of the

Supremely Suitable

for SALES MEETINGS
CONVENTIONS • BANQUETS

A distinguished hotel - with a distinguished name - in the heart of the city nearest everything, with complete facilities for everything.



The DRAKE
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★ Luxurious Guest Rooms and Executive Suites
★ Closed Circuit TV
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1512 SPRUCE STREET • Kingsley 5-0100
B. B. LEIDER, Managing Director

Man on the move!



OUR OWN 550 SEAT THEATER RIGHT IN THE HOTEL

"Ideal!" says Bernard T. Parker, Director of Sales Personnel and Training, The Research Institute of America, Inc., Chairman of the Publicity and Public Relations Committee of the National Society of Sales Training Executives, and member of the Education Committee of the Sales Executives Club of New York.

Yes, the Barbizon-Plaza's 550 seat theater is just perfect for every type of sales meeting and convention. There are 7,000 square feet of adjacent exhibit space and 20 air-conditioned, smaller meeting rooms, plus closed circuit television. And you really live at the Barbizon-Plaza! Delicious French and American cuisine, 100% fresh air-conditioning with individual thermostatic control in every room. All rooms have private bath, radio. TV. Central Park is at your door . . . and Broadway, Fifth Avenue, Radio City and the Coliseum are just a step away. "See what I mean? Ideal!"

Write to Director of Sales for illustrated brochure.

BARBIZON-PLAZA
106 Central Park South at 6th Avenue overlooking Central Park

conference appeared in newspapers throughout the redwood region and in the trade press. A feature story was prepared at the request of the "Gulf Coast Lumberman," and its April 15 issue carrying the article, was distributed to conferees at the first meeting in Dallas.

Presentation of young redwood trees provided additional publicity. Bernarr Bates, press relations manager for CRA, arranged for their shipment and set up pictures for local papers of the presentation ceremonies. Newsmen were interested in reporting that the 10-year-old trees of genus Sequoia (forever living) should thrive in Dallas, Rockford and Columbus.

Additional trade publicity was generated by announcing a contest at luncheons and offering a Zenith transistor radio to the wholesaler who came closest to guessing the number of impressions contained in local CRA advertising. Stebbins made the awards which were later reported in the trade press.

Dispensing with slides and music, Farnsworth brought the show to an enthusiastic conclusion by personally introducing a new CRA "Promotion Aids Kit;" "Lumber Technology for the Salesman," a new correspondence course on redwood; and "Redwood Inside and Out," a 35mm color-slide dealer information kit.

Promotion Aids Kit colorfully outlines the full scope of CRA's promotion aids and literature available to dealers. It includes new dealer ad mats, layout sheets and publicity ideas.

CRA's new correspondence study course of 10 lessons was specially prepaired for wholesale salesmen by David P. Thomas, associate professor, Forest Products, University of Washington College of Forestry. It is based primarily on "Wood Handbook," published by U.S. Forest Products of the promotion kit, enroll in the Laboratory, Madison, Wis. Other reference material is also provided. A handsome diploma, suitable for framing, is one of the rewards for completing the course of study, which costs wholesalers $10.

Do-It-Yourself

Slide kit prepared by Douglas George, offered wholesalers 30 slides from the CRA conference program that highlighted the qualities of redwood. Together with the suggested script, this kit provides a do-it-yourself sales conference for only $15.

Response to these carry away materials was immediate as wholesalers crowded forward to pick up copies correspondence course and order slide kits. One month after the shows were over, requests were still pouring in. One member mill has ordered correspondence courses for all its personnel. Another has ordered 50 sets and is circulating 50 copies of the first lesson to see how many more of its personnel want to be enrolled at company expense.

Conference Cost

What is the cost of such a conference? "Budgeting by the conference coordinator was phenomenally accurate," says Farnsworth. Total cost was $150 less than was budgeted seven months earlier. For costs directly related to each show, CRA paid less than $40 per wholesaler who attended. ◆

THE BIG SHOWS ALL COME TO THE New York TRADE SHOW BUILDING



When an industry puts its best foot forward, they come to the New York Trade Show Building. It makes **all the difference** in the world.

The country's leading trade shows and conventions have been quick to recognize the obvious advantages and features of this outstanding show center:

- **the finest in exhibit facilities**
- **the ultimate in service**
- **the central location**
- **the greatest economy**

If you are interested in selling more—more effectively, you'll be sold on the merits of the New York Trade Show Building.

For very complete information without obligation

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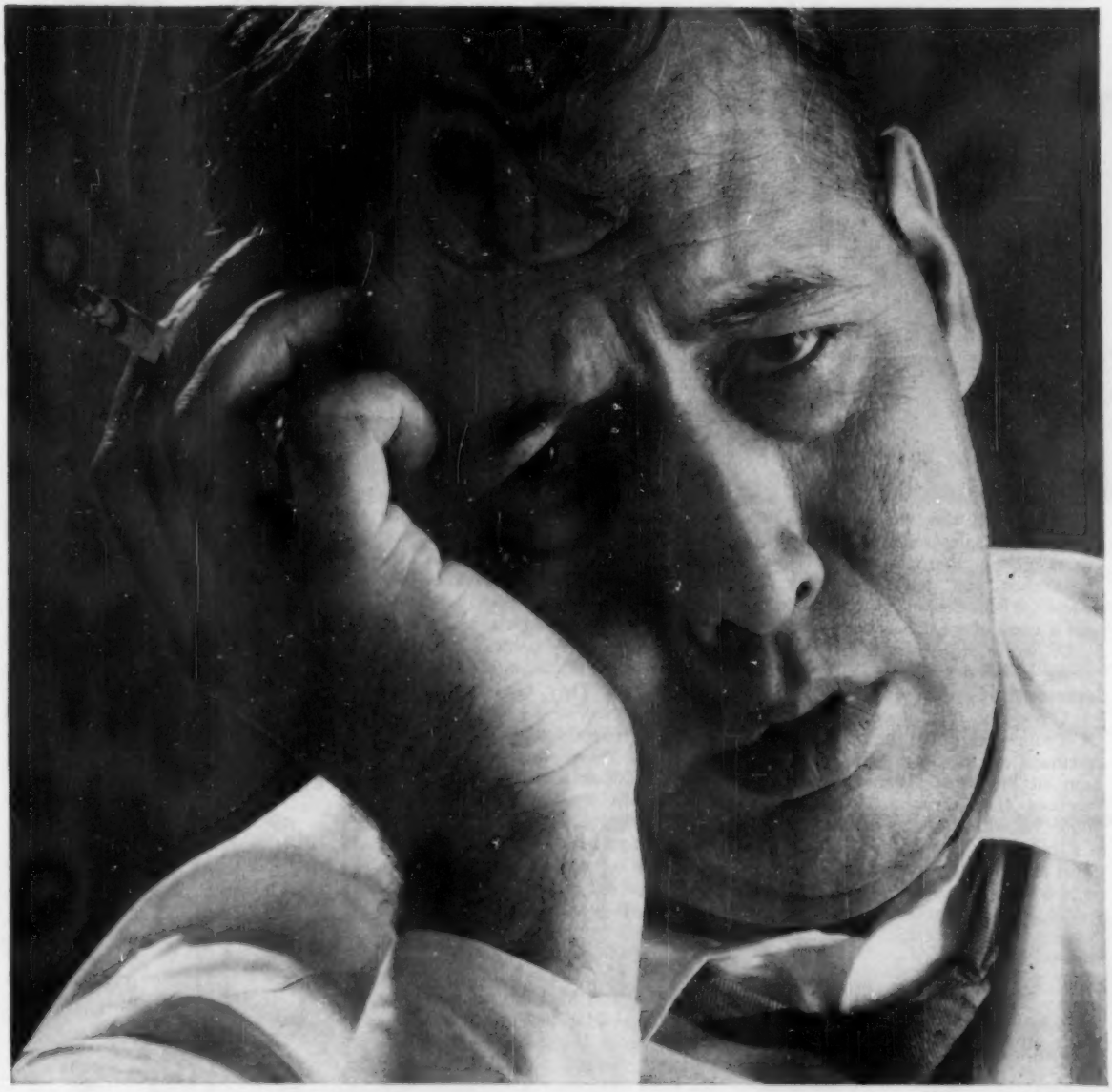
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"The Very Best in Exhibit Facilities"



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Hats — Wigs — Fans — Canes — Parasols — Make-up — Balloons — Hawaiian Items — Novelties, Etc.
Write for Wholesale Catalogue #SM 60 "Please State Your Business."
GORDON NOVELTY CO., INC.
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Need help in planning your company meeting?



Quick as you can say American, you'll find help in many different ways—whether you're planning a large group meeting or a small one, in a major city or resort area.

We'll help you select the site. We'll plan passenger itineraries, make reservations and arrange and handle ticketing. We'll give special attention to group travel. And if you have other problems, please ask.

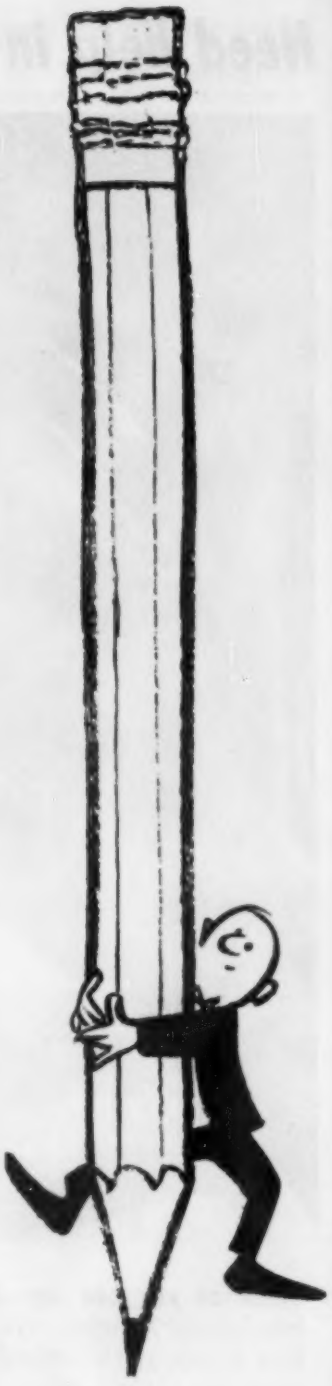
American serves all these major cities with 707 Jet Flagships or Turbine-Powered Electras—Boston, Chicago, Dallas, Detroit, Los Angeles, New York, Philadelphia, Washington, St. Louis, San Francisco. We serve many popular resort areas, too.

For further details, just write to: Mr. Frank Svoboda, Manager of Convention Sales, American Airlines, Inc., 100 Park Ave., New York 17, N. Y. Or contact your local American Airlines office.

AMERICAN AIRLINES AMERICA'S LEADING AIRLINE

Bad Advice: "You Don't Need To Take Notes"

By JULES B. SINGER • **Marketing Consultant**



I AM SURE this has happened to you. At a sales meeting or a convention, the chairman says, "Now, gentlemen, you don't need to take notes. After the meeting, you will get a copy of what has been said."

Or worse still, a copy of what is going to be discussed awaits you at your seat.

Theory of this procedure is that it is supposed to free the mind to concentrate on listening. The audience can sit back and listen to speakers without the "distraction" of taking notes on what is being said.

This theory would be great if the eyes and ears of listeners were indeed glued to the speaker. But unfortunately, audiences will find other means of distraction than taking notes.

Observe the next audience in which you are a participant. The members concentrate on the speaker for his first sentence. How long they concentrate after that depends upon his skill as a talker. Only the most skillful speaker can keep their minds from wandering. They watch their neighbors. They examine the room. They light cigarettes, drink water. **Telling them not to take notes rarely results in greater attentiveness to the speaker.**

Another illusion about giving the audience copies of speeches is that these will be read at a later date. Poppycock. If all the speeches reread after a meeting were laid on top of each other for any given year, it would not start a good sized bonfire. Confess how rarely you have reread speech transcripts **after** the meeting or convention you have attended.

Now let us see what happens when the listeners take notes. **Involvement!** They become involved with the speakers and the speeches. They take part in an instantaneous feedback. Instead of sitting back as spectators, they become participators. They convert the speaker's thoughts into their own words. They listen to what is said more carefully.

Again reflect upon your own experience. When you write down a digest of what you have heard, you tend to fix it in your mind. You sometimes give it your own interpretation. You may even write yourself a memo on some action you may take. Certainly you are closer to the speaker, and you make more of an attempt to get inside his mind and meaning when you take notes.

So the next time you are planning a meeting and someone suggests your telling the audience it need not bother taking notes because copies of the material covered are available, veto the idea.

Instead, do everything possible to encourage the audience to take notes. Provide notebooks and pencils. You might include a clipboard. Have tables which make note-taking easy.

Even if you plan to hand out copies of speeches, keep it a secret. Get your audience involved by note taking. Your audience will pay closer attention to what is said and be inclined to review its own notes. Speeches handed out after sessions are seldom read.

NOW ...A NEW CONVENTION AUDITORIUM AND VAST EXHIBIT HALL

ADDING 31,000 SQUARE FEET!



Now completed—an unparalleled incentive for you to hold your meetings at the Diplomat—a magnificent new meeting hall, encompassing 18,000 square feet . . . providing for your conferences unobstructed visual and audio reception for over 2,000 at meeting, 1,500 at banquet. PLUS—a spacious new exhibit hall beneath the auditorium, encompassing 13,000 square feet, easily accessible by ramp, and equipped with electrical, audio, and visual aid outlets. All this—added to the already impressive facilities of the 400-acre Diplomat—world famous for its food, service, warm hospitality, and 19-hole championship golf course!

You'll accomplish more, enjoy more . . . at the

DIPLOMAT



HOTEL AND COUNTRY CLUB / HOLLYWOOD-BY-THE-SEA, FLORIDA

SAMUEL FRIEDLAND, Ownership / **AL/WALTER JACOBS,** Executive Operations
GEORGE E. FOX, Managing Director / **IRVING TILLIS,** Director of Sales / **JOHN F. MONAHAN,** Director of Special Sales
For complete information and color brochure, write or wire: LEONARD HICKS, JR. & ASSOCIATES: Chicago: 505 North Michigan Avenue • MO 4-5100 . . . Teletype CG 1364 / New York City: 532 Madison Avenue • MU 8-0123 . . . Teletype NY 1-425 / Washington, D.C.: 1145 19th Street, N.W. • EX 3-8481 . . . Teletype WA 279 / Detroit: 1701 Cass Avenue • WO 2-2700 . . . Teletype DE 1480 / Atlanta: 134 Peachtree Street, N.W. • JA 4-3486 . . . Teletype AT 782 / Philadelphia: EN 6340 / Boston: EN 6340 / Hollywood-By-The Sea • WA 3-8111 / Teletype: Hollywood 351. **JOHN A. TETLEY CO., INC.:** Los Angeles 3440 Wilshire Boulevard • DU 8-1151 . . . Teletype LA 1-210 / San Francisco: Suite 12 - Fairmount Hotel • EX 7-2717 . . . Teletype SF 996.

Invite listeners to copy important charts, to write down key points. Allow time for them to copy essential material shown by your visual aids. Organize talks so that they are easy to digest in outline form. Make note-taking part of the fun of the meeting. Note-taking serves six useful functions:

1. The audience pays closer attention.

2. It gets involved to a greater degree with the speaker and speech.

3. It translates the speaker's thoughts into its own words.

4. Listeners can stress points for follow-up.

5. The speaker has the opportunity to emphasize and dramatize important points.

6. The audience is more likely to refer back to its own notes.

Even if you intend to give out copies of talks later, keep it a secret. You will find the audience more interested. Information you are imparting will be remembered to a greater degree. When they take notes, they take note! ◆

DETECTIVES ON THE PROWL EVERYWHERE, HAVE EVIDENCE THAT SHOW SERVICE EXHIBITS, INC. HAS BEEN RE-NAMED

EXHIBIT CRAFT, INC.



EC EXHIBIT CRAFT, INC.
18-35 38th St. Long Island City 5, N. Y.
Designers and Builders of Exhibits • Interiors • Models • Displays



Gulf Coast's most complete resort for Conventions & Sales Meetings

EDGEWATER GULF HOTEL

Featuring a modern new Convention Hall to accommodate 750. A 700 acre estate of recreation and beauty overlooking the Gulf of Mexico. Our own 18 hole golf course — John Revolta, Winter Pro. Spacious freshwater swimming pool, and plenty of activities to entertain. A complete city under one roof.

Nan Meisner, Convention Mgr.
Telephone UN 4-1312

GULFPORT, MISSISSIPPI





The South's finest Commercial-Convention Hotel!

IN DOWNTOWN JACKSONVILLE, FLORIDA

HOTEL Robert Meyer

Offering the ultimate in conveniences and facilities from the smaller executive group meetings to the largest of convention needs.

One floor "convention center" / meeting and banquet rooms for from 25 to 1100 / Theater lighting : closed circuit TV / 550 outside individual temperature controlled rooms / Radio, TV and Hi-Fi in every room / Drive-in registration — elevators to rooms / FREE GARAGE for 250 cars / PLUS a willing fully experienced convention staff.

Write today for full information, rates and availabilities — or call Jacksonville, ELgin 5-4411

Wm. E. Stubbs, Jr.,
Vice Pres.-Gen. Mgr.

Meyer Hotels

HOTEL EMERSON Baltimore, Maryland · HOTEL SIR WALTER Raleigh, North Carolina · HOTEL ROOSEVELT Jacksonville, Florida
HOTEL ROBERT MEYER Jacksonville, Florida · HOTEL WASHINGTON-DUKE Durham, North Carolina

The Most Successful Meetings are Held at Magnificent

MONTAUK MANOR

MONTAUK POINT • NEW YORK

. . . and here are but a few of the reasons that will demonstrate why you will *want* to hold your next meeting here:

BUSINESS-WISE: In addition to modern exhibit and meeting facilities in the hotel itself, the Montauk Manor Theatre provides a functional convention Auditorium seating up to 1,000 people . . . . an adjacent display area of equal size . . . plus private executive meeting and sales rooms.

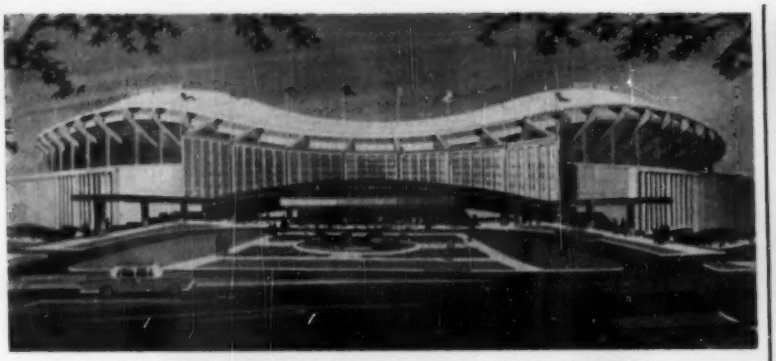
PLEASURE-WISE: A vast array of happy diversions, all self-contained in Montauk Manor's 5,000 acres: 18-hole championship golf course, Surf and Cabana Club with 150 foot pool, clay tennis courts, world's finest fishing, skeets and many others.

ALL UNDER NEW MANAGEMENT

Larry Borsten, Manager



For complete details and special American Plan rates contact R. D. Waterman, Convention Manager at MUrray Hill 2-5197.



ARCHITECT's concept of what new D. C. Stadium will look like.

Stadium Adds to Meeting And Exhibit Center

New Stadium going up beside D. C. Armory. Scheduled to be completed in October. Grounds to have parking for over 12,000 cars.

WASHINGTON'S new stadium is scheduled to be completed this October in our nation's capital. In combination with the present D. C. Armory, District of Columbia Stadium will provide even greater facilities for big scale conventions, expositions and trade fairs. It will be the future home of the Washington Redskins, and likely the Senators.

Members of D. C. Armory Board, which will own and operate the stadium, realize that football schedules normally will occupy the grounds on the average of six days per season. Baseball schedules would similarly leave more than a month of free time during the Summer when the home team is on the road.

Planners, architects, engineers and financial advisors concerned with the new stadium took these factors into account when they received the go-ahead to build the $19.8-million structure.

Located next to the D. C. National Guard Armory, the stadium will supplement the Armory's facilities. The Armory has been headquarters for auto shows, home shows, political conclaves (including $100-a-plate dinners) and industrial exhibits.

Almost a perfect circle, the new stadium will be 750-ft. in diameter from outside wall to outside wall. Structure will be entirely fireproof, built of reinforced concrete, with exception of heavy steel beams which will support the roof and the movable crescent seat section. A 5,000-seat section in the lower stands will move, intact, on rails, to insure that the field is properly lined up for either football or baseball. Arranged for football, the stadium will seat 50,000; for baseball games, the seating capacity will be 42,000.

Field lighting will be a powerful installation with batteries of big lamps hung on the inner edge of the roof deck to deliver about 150 foot-candles in the outfield. In comparison, the very best street lighting on a major superhighway delivers less than 20 foot-candles, and an excellent office lighting system may deliver 40 foot-candles to your desk.

Stadium planners considered transportation. Some 12,500 parking spaces for private cars have been provided, 100 bus and 200 taxi parking spaces have been set aside. Stadium also will possess a landing pad for helicopters. It is contemplated that the Pennsylvania Railroad will build a spur track from its riverside yards, to facilitate carloading of exhibit materials direct to the Stadium and Armory. Special passenger trains can also be brought to the admission gates. ◆

The
Bermudiana

Be the First

AT

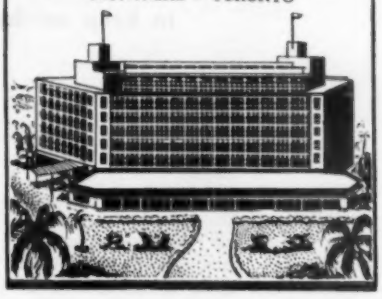
Bermuda's Newest, Finest CONVENTION HOTEL!

Convenient location right in the heart of Hamilton, the new, magnificent BERMUDIANA...the multi-million dollar investment in gracious Island living that's slated for 1960's most successful conventions. Choice dates are now open ...write today for full information.

Carroll F. Dooley, *Mgr. Dir.*

- ★ Convention Groups to 460.
- ★ 3 spacious Meeting Rooms, plus Committee Rooms, Complete Sound and Projection equipment.
- ★ Swimming Pool, Private Beach Club . . . Moongate and Sunken Gardens Nightclubs.
- ★ Completely Air Conditioned, individual control . . . most rooms with terrace or balcony.
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MONTREAL • TORONTO





TWO SHOWS in which Friden participates are: National Office Management Assn. (above) and the Office Equipment Manufacturers Institute (below) usually held in major cities.

How to Pick a Show

Friden takes guesswork out of show evaluation. Goes into 100 a year based on sound analysis. Keeps 10-year record; depends on local offices for experience data. Uses two exhibit houses to keep exhibits in top shape. Rates each show it goes into.

By ELSA GIDLOW

FRIDEN, INC., manufacturer of a wide range of electro-mechanical business machines, regards exhibits in business and trade shows as one of its more important selling tools. Because of the nature of its products, which have applications in practically every trade and industry, it finds markets wherever business data is processed. This means that it is interested in a far wider range of shows than the average business management.

All I said was, "Do it!"



. . . and it was done! This happy Sales Promotion Manager found out how Display and Exhibit Company's "One-Stop Service" works. He simply called Display and Exhibit, outlined his problem and took care of his regular work while awaiting our solution. We took care of *all* details, he looks good, and well he might . . . everybody's happy with his results!

If you're after different, efficient displays, delivered on time and—most important—within your budget, write! Write today . . . we will be happy to explain "One-Stop Service" and solve *all* your display problems.

Our NEW, bigger plant and NEW facilities now allow us to give you more *complete* display, exhibit, show and convention services than ever before!

DISPLAY & EXHIBIT COMPANY

STOP SERVICE

1501 E. FERRY, DETROIT 11, MICHIGAN · PHONE TR. 5-4700

For Successful Meetings

TWO GREAT HOTELS ON TIMES SQUARE

Now under one management, the famous Hotel Astor and New York's newest, Hotel Manhattan, offer the most flexible meeting facilities in this capital city of conventionland. Each is fully equipped—and teamed up as a *combined* convention headquarters, they offer facilities unmatched anywhere. Air conditioning, superb staffs, comfortable guest rooms, modern equipment, fine restaurants, and ideal location, combine to make the Astor and the Manhattan wonderful choices for your next meeting.

HOTEL MANHATTAN
44th to 45th Sts. at Eighth Ave.
JUdson 2-0300

New York's newest hotel. 10 luxurious meeting rooms for 10 to 500 people. 1400 air conditioned rooms, each with radio and TV. Excellent garage facilities.



HOTEL ASTOR
44th to 45th Sts. on Broadway
JUdson 6-3000

21 meeting rooms, for 15 to 3000 people. Includes the largest ballroom in New York. 750 air conditioned rooms, each with radio and television.

HOTEL ASTOR HOTEL MANHATTAN
NEW YORK

ZECKENDORF HOTELS • FRANK W. KRIDEL • EXECUTIVE VICE PRESIDENT AND GENERAL MANAGER

George Beeken, advertising manager, whose responsibility it is to evaluate and screen shows for his company, estimates that Friden receives presentations from at least 300 show groups each year. Friden exhibits annually in up to 100. On what bases does the company make its choices?

About 10% of Friden's substantial advertising budget is allocated to shows. It is important that this money be wisely spent to most effectively introduce and promote the company's machines to help to build sales and retain customers. To achieve this, the advertising department has developed over the past 10 years a system of evaluation, control and implementation which, Beeken and R. E. Busher, vice-president in charge of sales, believe is doing all that could be expected to take the guesswork out of exhibiting.

The system involves use of a sheaf of simple but explicit forms issued by Friden's advertising department, and a card file to cover the past 10 years of the company's experience with business and trade shows. It calls for the active and conscientious participation of many departments — particularly of the sales department and its district and local office personnel.

Primary breakdown into business shows the trade shows places in the former category and industry's own show, annually held, Office Equipment Manufacturers' Exhibits, Inc. (IEME), a subsidiary of Office Equipmen Manufacturers' Institute. This is a comprehensive show held usually

A COMPLETELY INTEGRATED EXHIBIT SPECIALIST FOR TRADE SHOWS, SALES MEETINGS, SPECIAL EVENTS AND CARAVANS

DYNA-GRAPHIC DISPLAYS INC.

3 4 5 CARROLL STREET BROOKLYN 31, N. Y. ULSTER 5-8400

epda

in a key city such as New York or Chicago. National Office Management Association (NOMA) comes under the same head both for its big annual show, put on in different areas of the nation each year, and for regional NOMA exhibits held at various seasons all over the country.

In the trade show group are included such bodies as American Bankers Association (ABA) which holds a combined social and business convention with exhibits each year on a national scale, plus many regional shows. National Bank Auditors and Comptrollers is another important example of the trade show. At other extremes are American Society of Civil Engineers, and Pacific Newspaper Mechanical Conference.

Presentation of every show committee or organization is given careful consideration (and some send voluminous material with their announcements). A file folder is made for each.

First Screening

First screening is done by the advertising department, in consultation with sales where necessary, to decide whether or not the field represented by the organization holding the show is: (1) a market to which Friden would be selling equipment, and (2) whether the company has something of specific interest or application to the trade in question. For example, calculators are sold to nearly everybody. (Plumbing contractor and drug store chain would use the same sort of machine.) Beeken points out, "Unless we have some specific application to demonstrate we do not feel that we should go to the expense of participating in the exhibit of a particular trade show."

A visible card index is maintained in the advertising office on all shows in which the company has participated during the past decade. When an announcement of a projected show comes in, the card for the given organization is attached to the announcement and routed to Beeken's desk. He reviews the history of past performance to determine if the experience was sufficiently good for the show to be considered during the current year.

Data for the card record is obtained in several ways. First is a standard questionnaire which is sent to local Friden offices responsible for the exhibit. This asks: Was the show well attended? Which Friden products attracted most attention? Did you obtain any orders or leads? If you demonstrated or gave information to prospects from other localities, did

In *Chicago...*

MOST MAJOR EXHIBITORS

know the extra "sell" and savings by showing in AMERICA's heart-land . . .

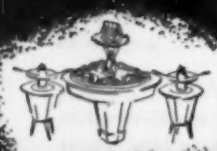


exhibitors and conventioneers know that the savings in travel by using Chicago's great Amphitheatre . . . plus the convenience of adequate hotel facilities . . . make budgets stretch farther and produce more dramatic sales results!

There is No Reason Why . . .

they like it!

Chicago Automobile Show
Chicago National Boat Show
Chicago Sportsman's and Vacation Show
International Livestock Exposition and Horse Show
International Kennel Club Dog Show
International Dairy Show and Rodeo
National Metal Exposition
International Heating and Air-Conditioning Exposition
Republican and Democratic National Conventions
National Packaging Exposition
Materials Handling Exposition
National Machine Tool Builders' Show
Road Builders' Show
and other leading expositions



home of the internationally famous
SIRLOIN ROOM
"where the steak is born"

- Private dining rooms and meeting rooms
- Four Seasons and Harvest banquet rooms
- Pastillion Room for private meetings
- Saddle and Sirloin Club facilities

Your Very Next Convention or Sales Meeting Should Not Be in The Internationally Famous

International Amphitheatre

Chicago . . . the convention city . . . is the natural spot for your next meeting. The International Amphitheatre has the facilities to accommodate meetings, conventions and exhibitions of any size.

- 585,000 Sq. Ft. Exhibit Space
- Air Conditioned Arena Seats 13,500
- New Public Address System
- Parking for 7,500 Cars
- Individual Halls 4,000 to 180,000 Sq. Ft.
- 15 Minutes from the Loop

Direct Your Inquiries To
M. E. Thayer, General Manager

Meetings? Any Size — Many Smaller Rooms Available . . . Adjoining Nationally Famous Restaurants



Adjoining the Amphitheatre . . .

Stock Yard Inn

A charming atmosphere housing some of the world's most famous restaurants. Complete facilities for sales meetings, banquets and special dinners for groups of 25 to 800. It will pay you to write for literature, plats and banquet menus.

Direct Inquiries to
Mr. Robert Foss, General Manager

International Amphitheatre
42nd and Halsted • Chicago 9, Illinois

you send the names of those prospects to the Friden managers who will be able to contact them? What is your estimate of the value of the show to you? Was it worth-while? Do you have any suggestions as to what might have been done, either by us or by the Exhibit Committee, to improve results? Recipients of the form are required to fill it in and return to headquarters, Leandro, Cal., immediately on conclusion of the show before details are forgotten.

A division manager and/or an assistant division manager usually contributes a personal evaluation. Four each of these division managers and assistants are in charge of branch offices. They drop in at exhibits in their areas whenever this is possible and report their impressions directly to sales manager Busher who passes on the gist of the report to the advertising office.

Try To Be Fair

To assure evaluations being absolutely fair, all manner of circumstances that influence the effectiveness of the show are taken into consideration. This includes weather, any unusual conditions peculiar to this occasion (such as unavailability of optimum accommodation or the need to split the event between two hotels). History of Friden's own local manager with respect to exhibits also is considered—a manager may have a record of never or rarely having successful exhibits, in which case the trade organization might get the benefit of the doubts.

With all facts weighed carefully, a show is then rated as "Poor: do not re-enter"; "Fair"; "Good"; and "Very Good".

An expense sheet is kept on each show held. This is kept in the file for the show along with any pertinent correspondence. The file for the previous year is accessible for comparison and reference. Cost information required includes space cost, shipping expenses, other expenses, advertising literature, labor, electricity and so on. It is made as complete as possible.

Space is provided on each expense sheet for comment. Sales manpower is not included in this form but is very seriously taken into consideration. One, two or more salesmen are sacrificing three days of their normal selling time to demonstrate and talk with prospects at the show. Was it worth



They convened here 200 years ago

In Colonial Williamsburg, two centuries and more ago, the gavel brought to order many an historic meeting. And today, conferences of many kinds continue this time-hallowed tradition.

Now, air-conditioned meeting facilities and modern hotel rooms add a 20th Century flavor to the pleasures of doing business. There's plenty for the ladies to see and do in historic Williamsburg, too. And *after* business—tennis, golf, and swimming for everyone, and sightseeing in the famous buildings and shops of the restored colonial city—a living pageant of American history.

Set your next convention here. At the Williamsburg Inn, Lodge and The Motor House, 535 rooms, superb facilities, and the atmosphere of leisurely charm, form an ideal setting for meetings of 10 to 400 persons.

Williamsburg
VIRGINIA

INN • LODGE • THE MOTOR HOUSE

For booklet and information write: William E. Bippus, Manager of Hotel Sales, Williamsburg, Virginia, or call New York—PLaza 5-9747, Washington—EXecutive 3-6481; Chicago—MOhawk 4-5100.

Never Before!

A BEACH RESORT designed EXACTLY FOR YOUR Executive • Sales • Promotion CONVENTIONS UP TO 225

ALL NEW COMPLETE
Convention Facilities

- AUDIO-VISUAL SYSTEMS
- PRIVATE MEETING ROOMS
- DELUXE SUITES
- BANQUET AND CARD ROOMS
- DISPLAY AREAS

Write Or Call

FAR HORIZONS
ON THE GULF
SARASOTA FLORIDA
FU 8-2163

it? is a pertinent question to evaluate any show.

To rate show fairly, Friden's management feels that it must do its part all along the line. To this end, there is meticulous attention to every detail of cooperation and close control of performance by all concerned.

Sales Mgr. Makes Decision

As soon as a decision is made to go into a show, Beeken makes up a form headed "Notice of Intention to Exhibit." Destined for the desk of Sales Manager Busher, this provides pertinent information relative to the amount of space required; name of the exhibit, location, date, estimated attendance, and names of machines to be demonstrated. Beeken adds, under the head of "Recommendation", his comments on what may or may not be expected from the proposed show, with either a strong recommendation to go into it, a qualified recommendation, or simply a statement of facts of evaluation. He leaves it to Busher to decide if his department is interested, or eager to participate. The sheet, noting final decision, is returned to Beeken for action.

Next step is a request for equipment for exhibit demonstration. A form headed "Machine Request" is made out and sent to the Systems Division of Friden. This gives facts on the show, date, place, machine and model required, shipping instructions and deadline date, and routing information. A box is provided on the form for keeping track of the phases of the operation; and a space at the bottom for disposition of the equipment at close of show (whether to be retained in local inventory or shipped to a designated destination, plus the "must" arrival date and routing instructions). Copies of the form are sent to the traffic manager and man in the advertising department in specific charge of show detail at headquarters.

Purpose of this form is to make certain required equipment is available; and then to alert the Systems Division to have it set up for whatever may be the desired specific application as called for by the nature of the show. For example, if it is a billing application, it is necessary to know the type of billing for correct programming. Also, certain auxiliary machines (such as Friden's Selectadata) might be indicated.

FASTIDIOUS SECRETARIES ARE ALL TAKING NOTE THAT **SHOW SERVICE EXHIBITS, INC.** HAS BEEN RE-NAMED

EXHIBIT CRAFT, INC.



EC **EXHIBIT CRAFT, INC.**
18-35 38th St. Long Island City 5, N. Y.
Designers and Builders of Exhibits • Interiors • Models • Displays



Space to spare

. . . 342,000 square feet of it!

Six permanent buildings like this one . . . provide over 342,000 sq. ft. exhibit space . . . at your convention "home" in Dallas' beautiful State Fair Park! Also, three auditoriums seating 200 to 4,000, free parking for 12,000 cars! Just 10 minutes from downtown Dallas noted for its different and interesting night clubs and restaurants, exciting theatrical productions, world-famous fashion shops, excellent hotels. Write for details to State Fair Park, P. O. Box 7755, Dallas 26, Texas.

STATE FAIR PARK



Problem: FIT AN AIRPORT IN A 20' EXHIBIT

IF YOU HAVE UNUSUAL EXHIBIT REQUIREMENTS, WRITE FOR OUR FREE ILLUSTRATED BROCHURE.

Reproduction of Control Tower interior for General Precision and the Federal Aviation Agency showing 180° photographic panorama of N. Y. International Airport behind tinted glass windows. Scene shifts from day to night with colorful display of landing lights, runway, markers, etc. Replicas of electronic equipment indicate actual conditions, and loudspeakers provide authentic sound background. Phones supply details and information.

JENTER EXHIBITS, INC.

230 EAST EIGHTH ST., MT. VERNON, N. Y.

In New Orleans—

America's Most Interesting City

your convention business is a pleasure at the

ROOSEVELT

100% AIR-CONDITIONED THE YEAR 'ROUND

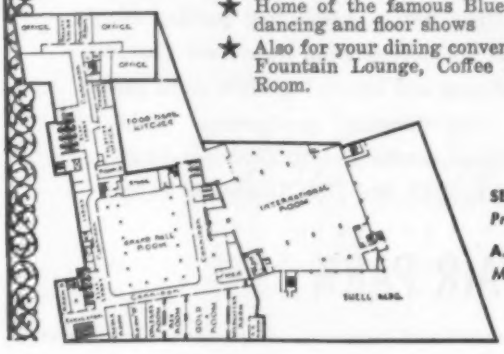


★ 14 comfortable meeting rooms, seating 25 to 2,250 persons

★ The center of business, civic and social activities in New Orleans

★ Home of the famous Blue Room for dining and dancing and floor shows

★ Also for your dining convenience The Coffee Shop, Fountain Lounge, Coffee House and Plantation Room.



SEYMOUR WEISS
President and Managing Director

A. C. BELLANDE
Manager

Now the local office in the city in which the show is to be staged is sent a form letter to assure its full cooperation and support. This covers instructions on handling of display equipment, and an 11-point "Do-These-Things" list. The latter might be said to constitute a short course in putting on an exhibit and meeting all contingencies likely to be met.

Next a list of available exhibit literature pertinent to the show is sent to the local office. Although literature carries a price, no charge is made for it.

Diagram for Local Office

A diagram is then made to show the local office exactly how equipment is to be placed in the space purchased. Diagrams are especially drawn for each separate exhibit. There is a good reason for this, to contribute to effective use of space and subsequent fair evaluation of results. Beeken explains: "We have found that most local office managers will try to crowd too much equipment into a given space. This is poor economy and far from skilful exhibit practice. By providing a diagram guide, local managers are educated to a more sophisticated technique of display."

Display backgrounds are furnished from headquarters or from one of two warehouses of display companies which are authorities on inspecting and maintaining such materials in prime condition. Friden usually keeps the display backgrounds in the eastern (Pittsburgh) and western (San Francisco) extremes of the country. Objective of having backgrounds taken care of in this way is so that they always will be shipped out in perfect shape for immediate set-up. Only exception to this procedure is if a very short interval is to occur between two shows calling for a certain background. In this case, instructions would be issued to ship from one show to the next. This is done only if the time element makes it mandatory, since shipment from show to show often means arrival of materials in imperfect condition, with consequent delays in the set-up schedule.

To tie the entire show programming together, a file organization sheet is kept in the headquarters office. This is so designed that, when filled in, it shows at a glance what is done or not done and the next step to be followed all the way from the beginning to the end of the show.

To keep track of equipment, an inventory form is sent to each office handling a show. Form is sent when shipment is made so that the receiving office may make an inventory of

Have marvelous facilities, will arrange ideal convention

Wire: Jim Stahlbaum



Sheraton-Palace Hotel San Francisco

A world-famous hotel located in the heart of one of America's most cosmopolitan cities — what better spot for your next convention. Home of the new Tudor Room at the Palace Corner, the world-famous Pied Piper Bar and the fabled Garden Court, the Sheraton-Palace has been host to Kings and Presidents in its illustrious history. It would be glad to accord the same royal, unexcelled service to your next convention. Facilities are many and flexible — see how they fit your needs:

All in all, the Sheraton-Palace has twenty-one conveniently arranged function rooms with prime exhibit space and equipment, such as public address systems, movie screen and podiums — yours for the asking.

For further details write Mr. James Stahlbaum, Sales Manager, Sheraton-Palace, San Francisco or Mr. Paul Mangan, National Convention Manager, Sheraton Hotels, 2660 Connecticut Avenue, NW, Washington, D.C.

MAIN FLOOR

Room	Size	Banquet	Dinner Dance	Meeting
Garden Court (By special arrangement)	106 x 58	950	700	
Rose Room	106 x 46	500	350	670
Concert Room	88 x 32	270	170	400
(Rose and Concert Rooms)		(900)	(600)	
Gold Ballroom	96 x 50	520	380	700
Sheraton Grill	108 x 48	500	350	670
Parlor A	38 x 22	90		120
Parlor B	16 x 22	25		40

SECOND FLOOR

Comstock	66 x 29	190	100	275
California	22 x 40	90	64	126
English	34 x 22	50	30	100
French Parlor				
Upper	59 x 21	100		125
Lower	44 x 19	90		100
Royal Suite (260-2-4)		20	Hospitality use —	150
251	15 x 20	20		46
253	16 x 18	20		45
285	46 x 21	90		126
281	15 x 16	14		20
256	32 x 14	50		75
261	14 x 15	12		18
257	30 x 15	45		75

SHERATON HOTELS — Coast to coast in the U.S.A., in Hawaii and in Canada

AN IDEAL CONFERENCE CENTER

CONFERENCES OF 20-100 PERSONS

CONVENIENTLY LOCATED

Only 45 minutes from New York City

EXCELLENT FACILITIES

Private function rooms to suit your needs.

GOLF & TENNIS

18 hole championship course, 3 fast clay tennis courts, olympic size pool.

Your Inspection Is Cordially Invited

dellwood country club

new city, new york • new city 4-4626

For complete information call or write

Mr. LEE WILLS, MANAGING DIRECTOR

DELLWOOD CONFERENCE CENTER — NEW CITY, N.Y.

To get things done... and have more fun COME TO POINT CLEAR. YOUR PRIVATE PLEASURE-LAND!

Grand Hotel

POINT CLEAR, ALABAMA



- Home of Lakewood Golf Club, scene of network TV matches.
- Variety of meeting rooms
- Magnificent pool, deep-sea cruisers

Distinguished cuisine and service, plus luxurious comfort and the privacy of a 350-acre estate have established Grand Hotel as a favorite resort for discriminating guests. 100% air conditioned. Add to these features the finest of meeting rooms and you have all the facilities you could ask for a successful, enjoyable meeting! Available all year, except March and April.

Maximum 200 persons (120 double rooms and suites)

For Convention Information Kit, write James M. Pope, Resident Manager

GRAND HOTEL • POINT CLEAR, ALABAMA

Murray Stevenson, Vice President

Owned and operated by Southern Industries Corporation, Mobile, Ala.

Jack Jar's **Grove Park Inn** and FAIRWAY MOTOR LODGE

200 LOVELY GUEST ROOMS WITH MOUNTAIN OR GOLF COURSE VIEW, OUTDOOR DINING AND DANCING ON THE TERRACE. COOKOUTS AT THE BARBECUE GROUNDS, SQUARE DANCES, SWIMMING IN OUR BEAUTY-LOCKED POOL. GOLF AT OUR FRONT DOOR.

SIX MEETING OR BANQUET ROOMS WITH CAPACITY FROM 600 DOWN TO 35

ASHEVILLE, NORTH CAROLINA



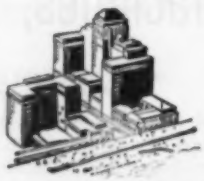
TWX AV 59

GEORGE J. STOBIE, Vice-President — Sales

MRS. M. R. COURTNEY, Sales Manager

FRINGE

Companies that hold their annual sales meeting here should list that fact as a fringe benefit.



CHALFONTE — HADDON HALL

on the Boardwalk, Atlantic City, N.J.

Leeds & Lippincott Co. . . . Progressive Innkeepers for 70 Years

Write for illustrated folder

EXECUTIVES

R. W. LEEDS • JOSEPH I. McDONELL

J. H. LIPPINCOTT, JR. • E. D. PARRISH

ELLSWORTH SOOY • DORIS SEARS • I. L. HAVERLY

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EASTERN CANADA'S NEWEST SMART RESORT

Just 10 miles from Quebec City



Chateau Lac Beauport



WHERE THE SUCCESS OF YOUR MEETING IS ASSURED IN ANY SEASON!

When **business** is the order of the day, we provide meeting rooms plus an experienced staff to relieve you of every detail. But when **relaxation** time comes, we really shine! A beautifully terraced swimming pool, tennis courts, nearby riding stable . . . or, in winter, our own T-bar skiing, skating and sleigh riding. Your inquiry is cordially solicited.

Facilities for up to 150 people

Chateau Lac Beauport

Lac Beauport 30, Quebec

Victoria 9-4468

In New York: Utell International, PLaza 7-2981

In Toronto: Utell International, EMpire 8-3313

each piece as it arrives with a report on the condition in which it is found. After the show has been held, this is returned to the advertising office. Object of this report is to apprise headquarters of any damage sustained by equipment in transit—where, when, how, whether on outgoing or return trip. This is mainly for insurance purposes.

There are times when a local office rather than Friden headquarters would receive a presentation on a forthcoming show with invitation to participate. Before making a response, the local manager must fill in a form known as Exhibit Check List (Local and Regional Exhibits) to give complete information on it—if he desires headquarters to provide help of any sort. This is part of the evaluation and control system. Card file may reveal that previous years' shows of the organization in question were unproductive. It is possible, with such exchange of information, to keep local managers fully informed on projected shows they might otherwise enter blindly.

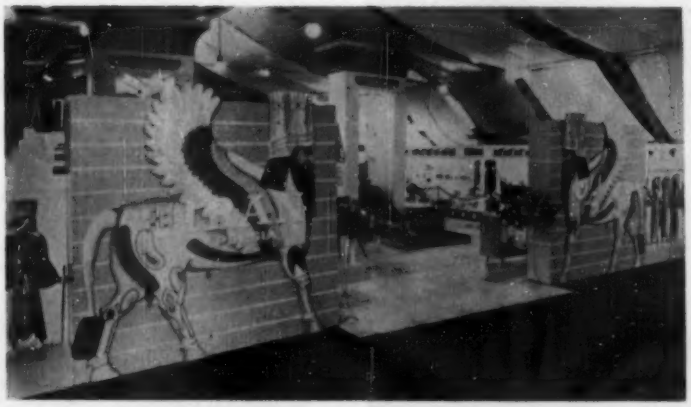
Screens Out Poor Shows

Perfected and tightened up over the years and with a decade of experience on a wide variety of business and trade shows, Friden management has found that its control program definitely has resulted to screen out the shows that have proved unproductive for its products. Those weeded out might give excellent results for other businesses. Beeken makes a point and adds, "Where there are extenuating circumstances for failure, an organization is given another chance."

Value of a continuous record is not that it dictates any mandatory decisions, but permits balanced evaluation from year to year. Maximum use of the business and trade show as a sales tool is the result, plus a considerable saving of money often amiably squandered because a company has no basis for saying "no" when asked to exhibit in a given show.

"Greatest saving," Beeken emphasizes, "is in salesmen's time—by far the biggest item in trade-show participation."

While objective of the control system is to avoid unproductive shows there are times when, regardless of the record, a company cannot afford to stay out. This is usually when it is known that major competitors will be represented and the absentee would suffer by conspicuous absence. Even in such case the continuous record may be of positive help. It provides arguments for obtaining advantageous space in competition with other companies. "It also helps us to know whether our own equipment is interesting visitors to the show as keenly as it should," Beeken adds. ◆



Iran Wins Exhibit Award

FIRST PLACE award for excellence in design of a national pavilion at International Trade Fair, Chicago, went to Empire of Iran. Award was made by Industrial Designers' Institute. Exhibit was designed and built by Hartwig Displays, Milwaukee.

IT IS WELL KNOWN IN THE BETTER FIREHOUSES, THAT **SHOW SERVICE EXHIBITS, INC.** HAS BEEN RE-NAMED

EXHIBIT CRAFT, INC.



EC EXHIBIT CRAFT, INC.
18-35 38th St. Long Island City 5, N. Y.
Designers and Builders of Exhibits • Interiors • Models • Displays

YEAR-ROUND CONVENTION-LAND!

Berkshire Hills
MASSACHUSETTS



The perfect setting for successful conventions . . . large or small. The **BERKSHIRE HILLS,** site of the Tanglewood Festival, offers unexcelled hotels and resorts, all sport facilities, theatres, and art galleries.

Ideally located... 135 miles from NEW YORK and BOSTON.



for complete information on group meeting facilities in the Berkshires, write
CONVENTION SECRETARY, BERKSHIRE HILLS CONFERENCE
100 NORTH ST., PITTSFIELD, MASS.

Sunset

Magazine headquarters turned into meeting hall with unusual background—indoors and out.



KICKOFF luncheon to introduce U.S. Steel's advertising and promotion campaign to begin in magazine. Western canning and packaging executives attend.



NEW service from Hawaii to Tahiti is introduced by South Pacific Air Lines to reps of other carriers, since most business will be "interline ticketing."

ONE SPOT for selected sales meetings in the West is a far cry from the typical resort, hotel or convention hall usually picked for such gatherings.

It's the sprawling, suburban headquarters of Sunset magazine, Menlo Park, Cal., about 35 miles south of San Francisco.

According to Bill Lane, magazine's publisher, the headquarters building was designed to provide a working office in a suburban area that would enable editors to live the kind of life they wrote about and report accurately and intimately on aspects of Western building, foods and entertaining, gardening and travel.

Public Relations Value

Type of building and grounds which resulted from this need to have a "laboratory for Western Living" has proved to have a "public relations value beyond all expectations," says Lane.

The Sunset "plant" has been visited and pointed out by many newspaper articles as an example of how certain types of industry can be brought into a suburban city and with well-landscaped grounds become part of an "industrial park" which blends in with its suburban surroundings without detracting from the essentially residential quality of the neighborhood.

Then with its Pacific Coast Gardens and experimental gardens, test kitchens designed to duplicate equipment actually used in most readers' homes, and with its unique layout, the headquarters building has been a popular spot for visitors since it was built. Five hostesses now conduct tours every weekday. Sunset building is on several Grey Line tours, and visits to Sunset have proved a popular item on programs of garden clubs, women's clubs, and groups from all over the West. It also is frequently included on the program of activities for wives of businessmen who attend conventions in the area.

It wasn't long before advertisers,

Supplies Site to Advertisers

too, discovered that the facilities at Sunset were uniquely suited to certain types of meetings.

Can Serve 50 People

The secluded patio barbecue area, in a separate wing away from the business activity of the magazine, is equipped to serve about 50 people at luncheons. Adjacent conference room, separated by sliding glass doors from a spacious lawn and gardens, can handle about the same number. Furthermore, the typically "Western" flavor of the ranch-house type building and identification of Sunset's headquarters with the West, makes it an ideal gathering place for Western regional sales meetings of both Western and national companies, as well as for gatherings of company executives and retailers who sell their products. An air of businesslike informality provides an ideal setting in which to conduct an uninterrupted meeting in a quiet suburban setting.

Limited to Advertisers

"Naturally," says Lane, "our facilities are in actual use by our working staff much of the time. Kitchens and barbecue area are in constant use to prepare and test recipes that will be used in the magazine, and our conference rooms are in frequent demand by our own staff." For this reason, he explains, the facilities of Sunset as a meeting place have to be limited to advertisers, and even then the magazine can accommodate only a couple of dozen requests a year.

Often advertisers draw on the experience of Sunset editors and research and marketing personnel for



MAGAZINE caters a complete Japanese menu from Sunset kitchens and provides traditional kimonos for guests who attend Kikkoman International meeting.

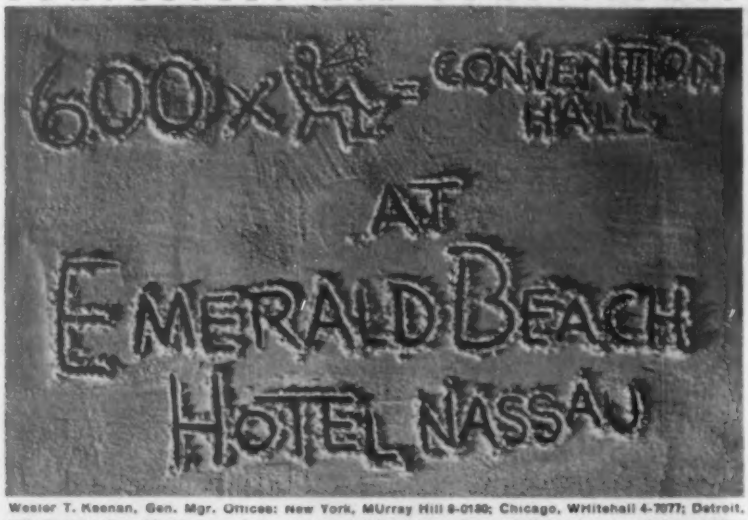


H. J. Heinz Co. schedules sales meeting in Sunset's conference room. Company sent display materials and visual aids to magazine in advance of meeting.



RECREATIONAL "break" at sales meetings can be taken on Sunset's 18-hole putting green (installed for employes' use.)

COMPLETELY AIR CONDITIONED



Wesley T. Keenan, Gen. Mgr. Offices: New York, MUrray Hill 8-0180; Chicago, WHitehall 4-7077; Detroit, WOodward 2-2700; Washington, D. C., FEderal 8-6380; Miami, PLaza 4-1680; Atlanta, JAckson 4-3486; Toronto, Ont., EMpire 3-1648.

The 'Pick' of **PITTSBURGH**



THE Pick-Roosevelt

SIXTH STREET AND PENN AVENUE

- 600 Guest Rooms and Executive Suites
- Completely Air-Conditioned

AN ALBERT PICK HOTEL

Newly Remodeled Facilities for

- **CONVENTIONS**
- **MEETINGS**
- **PARTIES**
- **BANQUETS**

9 function rooms, including newly remodeled Ballroom, offer ideal accommodations for as many as 500
Write for full details or
Phone ATlantic 1-3700
Teletype PG-356

E. A. Leach, *Manager*
Dean Phillips, *Sales Manager*

The Maxwell House



Hospitality SOUTHERN STYLE

Convention headquarters in the heart of Dixie accommodating groups from ten to six hundred

All air conditioned sleeping rooms and function rooms

Write for Rates and Brochure to

THE MAXWELL HOUSE
Fourth and Church Streets **Phone ALpine 5-2112**
NASHVILLE, TENNESSEE

MEETINGS CLICK IN PUERTO RICO!

A gracious setting for your next meeting



Condado Beach Hotel
SAN JUAN, P. R.

. . . or an hour's drive into the cool green hills



el Barranquitas
BARRANQUITAS, P. R.

At either of these fine hotels . . .

- Time to think and talk
- Time to relax—swimming and sports
- Excellent facilities . . . sensible rates

For all details:
UTELL INTERNATIONAL
160 Central Park South, New York 19

CONDADO-CARIBBEAN HOTELS, INC.

WHERE BUSINESS MEETINGS ARE A GENUINE PLEASURE!



Gulf Hills
DUDE RANCH & COUNTRY CLUB
OCEAN SPRINGS, MISS.



featuring the
POW WOW ROOM
Meeting Accommodations for 200

SECLUDED YET CONVENIENT

So secluded folks can't stray from meetings, yet complete facilities offer wonderful fun between meetings and after hours.

18-hole golf course, fishing, swimming pool, horseback riding, tennis, shuffleboard and other sports . . . plus wonderful meals . . . all included in one low rate, $15 to $16 per person.

Write or phone for complete information on BUSINESS MEETING FACILITIES

Dick and Gladys Waters, Proprietors
Ralph G. Deuel, General Manager

Chicago, HAncock 1-8200
Phone—Ocean Springs, TRinity 5-4211

their meeting at the magazine. Langfield Frozen Food Company, for instance, provided the food for such a gathering, at which both company executives and Sunset food editors were present. Purpose of the luncheon was to demonstrate the Stauffer line of frozen foods for which Langfield is West Coast distributor, and to record opinions of Sunset's editors as to the appeal of the line to the Western consumer.

Imaginative Meeting

One of the elaborate and imaginative "dealer" meetings held at the magazine in recent months was the "concours d'elegance" sponsored by British Motor Cars Ltd., San Francisco. Key Western dealers were each invited to drive a different late-model British car to Sunset and to invite as a guest the automotive editor of his local paper. At the same time the new 3.8 model Jaguar was introduced to the editors. Cars were parked along the gravel walkway surrounding Sunset's circular two-acre lawn, and the magazine's photographers were on hand to offer press service to local editors and dealers present. The meeting resulted in good publicity at the dealer level and also served to acquaint dealers with Sunset advertising that was backing them up at the regional level.

Sunset conducts an extensive promotional campaign at the retail level and maintains direct contact with Western retailers in all of its editorial fields. For this reason it is often an ideal contact for a company that wants to talk to retailers in one of these fields. South Pacific Air Lines took advantage of Sunset's facilities when it introduced its new service between Hawaii and Tahiti in April of this year. Realizing that it would be quite dependent on other lines that service Hawaii for "interline ticketing," South Pacific made arrangements with Sunset to invite representatives of other carriers to Menlo Park. Purpose was to explain details of the new service and how it would participate and tie in with the overall carrier service in the Pacific area. At the same time, visitors were exposed to the magazine advertising that would back introduction of the new service in the West.

Users Like It

Advertisers who are successful in arranging a Sunset meeting tell Lane that the affairs have helped them immensely to cement relations with their Western sales forces and/or the men who sell their products. ◆



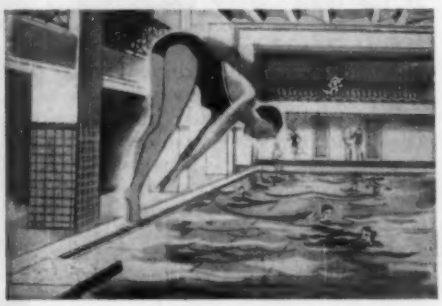
Honored by great organizations of America...

For Service Beyond the Call of Duty

- **Personalized attention:** Your first contact at Henry Hudson becomes your group's very own *aide de camp*, to guide you through your stay at the Henry Hudson, to take care of *everything*.
- **Choice location**—steps from the Coliseum, a short walk to Times Square, Radio City.
- **Complete Facilities** for groups of 10—1,000, with largest banquet-meeting space of any hotel in the Coliseum zone.
- **1200 choice guest rooms:** your group can *stay together* when you hold your function at the Henry Hudson.

HENRY HUDSON HOTEL

353 West 57th Street, New York City



Available to our guests: The newest, most modern Vic Tanny's Private Gym and Health Club. Swimming pool, men's and women's gymnasiums, steam rooms, massage facilities all located on premises. For details and special group rates, direct inquiries to: Mr. Frank W. Berkman.



ROOKIE Marshall Balter and senior rep Ed Berger exchange quips during Hickok show.

Rocket Through Time to See New Line

Hickok salesmen don blinking space helmets for imaginary trip to Golden Ages. Home-grown talent and simple props put sparkle into product introduction—followed by down-to-earth sessions.

IT WAS OBVIOUS that man in space was to be theme of Hickok Manufacturing Company's recent sales meeting. But Hickok pulled a switch. Instead of taking its 150 salesmen and executives into the future, the Rochester, N. Y., men's accessories manufacturer "rocketed" them back in time.

As each Hickok representative arrived for the first convention session at the Hotel Ostego, Cooperstown, N. Y., he was directed through a narrow draped entrance into the "rocket space capsule" ballroom.

Attendees were given space helmets with a battery-operated flickering dome. Men slipped into the sales convention mood with the impact of the staged environment. Once seated in folding chairs affixed with safety belts (a Hickok automobile product), the room was plunged into darkness. From the stage, a space pilot's voice welcomed guests with, "This is your captain speaking . . . ." Simultaneously, a rocket cockpit scene on stage was illuminated to reveal the pilot and co-pilot (both firm executives). Salesmen were told to fasten their safety belts, turn off their space "yahmulkas" (helmets) and prepare for blast off. (Pilots kept copies of the script on their laps. Actually, they were sitting on folding chairs with a mock control board propped on music stands before them. They read the script over the loudspeaker system.)

COCKPIT over stage area simulates control room of Hickok space ship.



Blast off was simulated via film clip (from the local TV station) of an actual rocket launching. Film was projected on a stage screen to help salesmen feel as though Hickok were taking them into the stratosphere. Now airborne, the pilots took over the drama action to bridge a series of stage vignettes: Elizabethan England, Renaissance Spain, Imperial Rome

GIVE WINGS TO YOUR CONVENTION

FOR THE ATTENDANCE OF YOUR LIFE! ☆☆☆

You name the time and place of your convention—and let Northwest Orient Airlines help make it a big success.

Northwest will mail promotion literature directly to your convention prospects, for a starter. Then, special flights, special menus will provide the important "extras" that build convention spirit!

Regionalized, pre-arranged ticketing, pre-arranged ground transportation,



leave more time for business, more time for pleasure. And pre-and-post convention tour planning, helpful hotel and sightseeing information can make yours the most pleasant convention ever!

NORTHWEST *Orient* **AIRLINES**

COAST TO COAST • FLORIDA • HAWAII • CANADA
ALASKA • THE ORIENT



Want more facts on building your convention attendance? Mail the coupon today!

CONVENTION BUREAU,
NORTHWEST ORIENT AIRLINES,
1885 UNIVERSITY AVE.,
ST. PAUL 1, MINN.

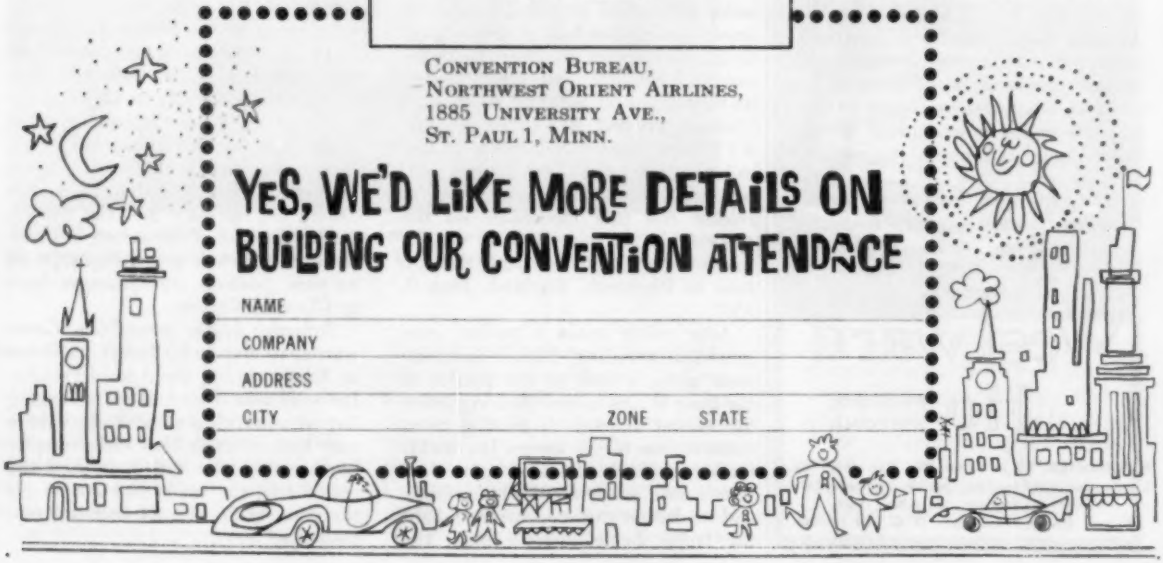
YES, WE'D LIKE MORE DETAILS ON BUILDING OUR CONVENTION ATTENDANCE

NAME _____

COMPANY _____

ADDRESS _____

CITY _____ ZONE _____ STATE _____



DETECTIVES ON THE PROWL EVERYWHERE, HAVE EVIDENCE THAT SHOW SERVICE EXHIBITS, INC. HAS BEEN RE-NAMED

EXHIBIT CRAFT, INC.



EC EXHIBIT CRAFT, INC.
18-35 38th St. Long Island City 5, N. Y.
Designers and Builders of Exhibits • Interiors • Models • Displays

The Southwest's Greatest CONVENTION ACCOMMODATIONS

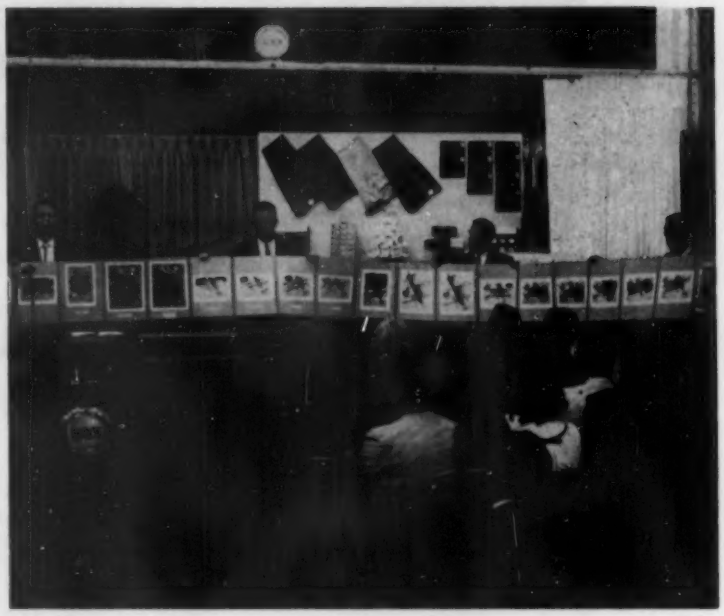


An entire floor of meeting rooms (one of which seats 1500); resort atmosphere with in-town convenience; superlative food in a choice of restaurants; free in-and-out parking; year around air-conditioned—all with business-budgeted European plan rates.

Great for Groups—the Southwest's most complete facilities for group meetings, conventions, etc., any time of the year.

HOTEL
Westward Ho
PHOENIX, ARIZONA

REPRESENTED BY — Glen W. Fawcett, Inc., Los Angeles, San Francisco, Seattle, Portland Dallas
Robert F. Warner, Inc., New York, Chicago, Boston, Washington, D. C. and Toronto



REVIEW of ads through the years visually tells sales reps scope of Hickok's campaign to promote sales for more profits to both company and sales reps.

and even back further to the classical days of the Greek Empire.

Reasons why these four particular periods were picked is simple: Hickok's new line uses designs from these eras. Ray Hickok believes, "We who live today, are creatures of the events and personalities which have preceded us. We are products of this historic thrust. There are four principal Golden Ages in the thrust. From them come our laws, our architecture, our music, our concepts of right and wrong."

Hickok's simulated flight to these important times was at a rate of 12 miles per second/per second until the space rocket reached a velocity of 19.2 trillion miles per hour. Pilots announced the intended flight plan is an elliptical orbit centered on Proxima Centauri (closest star to earth) only 4.15 light years away or 25 trillion miles. With such flight jargon and occasional operating instructions "to release the pile moderator on the spaceship's reactors another notch," salesmen were guided back through time to Plymouth, England, June 9, 1537.

After pilots made a perfect geographical sounding, Hickok salesmen were given a look at the insides of the Four Winds tavern (first vignette). Sir Walter Raleigh is making overtures to one of the tavern bar maids for her favor. He offers her coins, then jewels until finally Sir Walter's ribbon and medallion garter seems to delight the lady. Being discrete men, the pilots bow out of merry England to allow its people to advance towards Hickok's era.

Chris Columbus Next

June 9, 1491 – Hickok salesmen next look in on Christopher Columbus assuring the Queen that if she supplies ships, he will sail to far off Indies to claim them for Spain. The Queen says with taxes and cost of living what they are, she can not afford such a venture. Columbus suggests she give him her jewels to finance his voyage. To the conventioneers disappointment, the space ship's periscope fails to pick up whispers between Chris and Queen, so the pilots reset their instruments for Emperor Nero, 220th year of the city in 42BC.

Roman vignette relives a most probable scene in the emperor's rather peculiar life. With some question as to his mental stability, he is seen calling his secretary into the garden. Before the rest of the action can continue, the Hickok space ship slips off its time position and journeys back to Classical Greece.

Suffering battle wounds, a Greek warrior returns to his family residence in Athens during the Age of Pericles. His wife asks if he had an interesting day at work. She suggests he take a nice bath to relax him and promptly begins to disrobe him. Refreshed and revitalized, she sends him out to cut the grass. (Life was not very different then than now.)



COSTUMES depict the four "Golden Ages of Man" presented in show. Employes acted out a series of vignettes in a make believe flight backward in time.

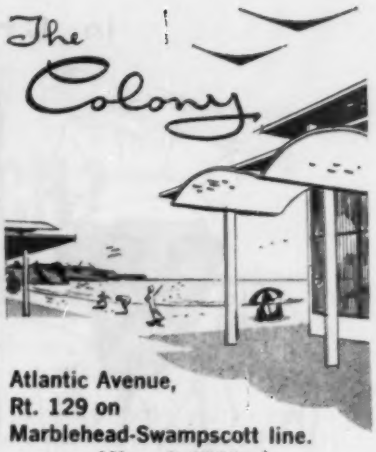


DRESSED in costumes of Imperial Rome era, employes pantomime comic scene in which Nero frolics with his secretary in the palace garden (time: 42BC).

Used Own Talent

Vignettes were acted out by regional managers and Hickok secretaries. With each time scene, a slide projector was used to flash onto the stage screen stills of merchandise that embodied style trends of that era.

Use of company personnel to write pre-built in Rochester, disassembled and numbered for shipment to Cooperstown. A staff of four, two carpenters and two electricians, reconstructed sets during the afternoon prior to opening of the convention. Costumes for the space drama were drama, design stage and act out script reduced convention costs. Props were

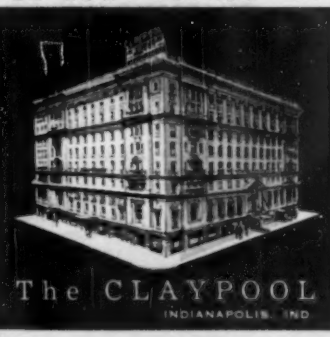


Atlantic Avenue,
Rt. 129 on
Marblehead-Swampscott line.
LYnn 3-6600.

Ideally located on the Atlantic Ocean. A perfect setting for sales meetings, executive conferences, conventions, and training programs. 25-minute drive from the Boston airport. New England's most distinctive year-round hotel. Meeting room accommodations from six to 300 persons. Dining room, coffee shop, cocktail lounge, swimming pool.

A good group.
A good hotel.
A good meeting.





600 superb rooms right downtown. Riley Room seats 1200 for meetings, 650 for banquets. Chateau, Florentine, Empire and smaller meeting rooms. Tavern, Plantation Rooms. Contact Sales Dept.

in CHICAGO



It's EVERYBODY'S MEETING PLACE

. . . because the Sheraton-Blackstone meets the space, facilities *and budget needs* of *every* business group!

Well within your reach, the extensive facilities of Chicago's famous Sheraton-Blackstone Hotel. If you've settled for less, in the past, you owe it to your next meeting or convention to check costs and availabilities here. You'll see why, every year, the Sheraton-Blackstone is the site for so many meetings of all types and sizes, big-and-low budgets. For full information contact Dick Davis, Sales Manager.

• 12 function rooms, capacity 18 to 1,000 • Convenient Loop location • Helicopter service from airports—16 minutes to the Sheraton-Blackstone via Meigs Field • Entire hotel air-conditioned for your comfort.

SHERATON BLACKSTONE HOTEL

Home of the famous Cafe Bonaparte

Michigan Avenue at Balboa • Douglass M. Boone, Gen. Mgr.

$20,000,000 SUCCESS

THE DEAUVILLE

CELEBRATES ANOTHER RECORD BREAKING YEAR!
THE REASONS ARE CLEAR

THE DEAUVILLE, conceived as a magnificent convention-hotel, engineered in advance design, architecture and decor, offers the perfect setting for smoothly functioning conventions, regardless of size. This ultra-modern 600 room convention luxury hotel, occupying two blocks on the Atlantic Ocean in the Heart of Miami Beach, is an IRRESISTIBLE invitation to business, pleasure and relaxation for delegates and their families.

The DEAUVILLE CONVENTION HALL, over 21,000 square feet of unobstructed floor space, comfortably seating 3,500 people theatre-style . . . accommodating 2,500 people banquet-style. Sound-proofed sliding walls can be partitioned into two or three more areas for smaller groups.

AIR CONDITIONED! SOUND CONDITIONED! LIGHT CONDITIONED!

"Projectioneered" for conventions, SUPER-abundant for the most demanding display purposes. Heavy exhibits are handled by powerful elevators that can lift a truck HYDRAULICALLY from the loading ramp to the auditorium's stage.

12 ULTRAMODERN COMMITTEE MEETING ROOMS FOR 50 OR MORE.
20 SPECIAL ROOMS FOR SMALLER GROUPS.

NUMEROUS Press Rooms and Work Shops, complete with telephones, typewriters for press releases. Projection Room with complete visual aid facilities.



35,000 SQUARE FEET OF EXHIBIT SPACE



PLANNED FOR PLEASURE

2 swimming pools, and 550 feet of private ocean beach—the Cabana Colony, putting greens and sun decks . . . for fun in the sun!
2 magnificent night clubs, featuring great name bands and stars of Broadway and Hollywood!
Miami Beach's only indoor ICE SKATING RINK . . . one of the many DEAUVILLE pleasure exclusives!



Write, wire or phone
DICK ELTERMAN
Director of Sales

ON THE OCEAN AT 67th STREET • MIAMI BEACH, FLORIDA

rented from Brooks Costumes, New York City.

40-Minute Production

Entire dramatic production took 40 minutes. Salesmen were returned to earth as the lights went on in the "rocket space capsule" ballroom. Four velvet-draped displays were revealed to show actual merchandise in Hickok's "Golden Age" promotion.

For the first time, Hickok men not only saw the new line for 1960, but were introduced to the five new Hickok domestic licensees who produce related products under the Hickok name. Special room was set aside to display the new Hickok products. Representatives from the licensee firms were on hand to help conduct sales seminars to hash over the 1960 line, product by product.

Entertainment now over, the remaining three days were for intensive group work with product managers. Lines had to be reviewed, problems discussed, selling techniques sharpened. These meetings were scheduled between 9 a.m. and 5 p.m., which allowed little time for play. Any leisure activity was done after hours.

Seminar on Advertising

One seminar reviewed Hickok advertising over the past years. Purpose was to show salesmen the extensive advertising campaign that is maintained to help them in their selling.

Following the seminars, a bit of nostalgia was added to the meeting when Tom Lanni, first salesman to be employed by Hickok over 50 years ago, spoke to the conventioneers.

At the sales convention, awards were given to outstanding salesmen. Top award went to 22 year-old Marshal Balter. Hickok management did not play up his achievement too big so that older salesmen would not become overly concerned with this "young upstart" who achieved the best sales record in just 10 months with the company. A graduate of Harvard University (B.A. in Economics), Balter covers the Albany-New England territory.

Prior to his selling job with Hickok, the only experience Marshal Balter had was selling sandwiches to M.I.T. students. At the convention, he was given the award for the highest sales increase in a territory the past year. Ray Hickok, an advocate of young blood in business, feels that this man's top record is "not so spectacular for young people willing to listen, use the tools of advertising, and maintain the right attitude." ♦



WHICH?



When you exhibit, should you use a rifle or a shotgun approach?

If you answer "both", you are right. Your exhibit must be both rifle and shotgun. You need the proper balance of mass appeal and selection of prospects.

Too much "shotgun" (appeals for crowds) and your exhibit offers the genuine prospect little to help him select your products or services over competition. Too much "rifle" and you do not attract enough people who might benefit from your product or service.

We balance the fine details of exhibit effectiveness for many of the nation's "blue chip" companies — organizations where "pretty good" is not good enough.

Whenever you have the feeling that your exhibits are only "pretty good" (or perhaps not so good), why not have us adjust the "sights" on your exhibit "weapons".

When only the best is good enough!

DESIGN-BUILT STUDIOS, INC.
DESIGNERS AND BUILDERS TRADE SHOW EXHIBITS

21-21 41st Ave.
Long Island City
(New York) 1, N. Y.
STillwell 4-3400

The Lawrence
ERIE, PENNSYLVANIA

If your convention attendance is diminishing —Consider Erie's *PLUS* factors for creating *NEW* interest. Seven miles of sand beaches, Amusement Park, Outdoor Theater Plays, Fishing, Lake Cruises, golfing, bowling — Mixed with 4000 rooms, banquet facilities to 2500 and our sincere desire to serve you— will lend the new look, guaranteeing a successful and pleasant convention.



Call Glendale 6887! collect.
Jim Gray
Sales Manager



SYLVANIA stages message comedy for parts distributors in Chicago's 8th Street Theater.

Show Tells Folly of Price Wars

Sylvania invites distributors at Parts Show to attend theater. Four performances by Broadway actors point out value of promotion. Script company written, show director is professional.

SHOW BUSINESS can tell electronics parts distributors the folly in slashing prices to meet competition. Sylvania Electric Products Inc., subsidiary of General Telephone & Electronics Corp., thought enough of the idea to "angel" a four performance musical comedy, "Has anybody Seen My Profits?"



LUCIFER introduces himself as a management consultant who is going to solve Charlie's problem. Result is disaster.



PRISCILLA, still dressed as the siren Lucifer transformed her into, explains Sylvania promotion to TV repairman Gordon.



Convention Circles Agree

In Washington, D. C., only the Sheraton-Park accommodates groups of all sizes

From 40 to 3000, whatever the size of your group, the Sheraton-Park has the banquet room, ballroom or meeting room tailored for you. And, your members will find it's sheer pleasure doing business in the hotel's relaxing resort atmosphere. The Sheraton-Park facilities include an outdoor swimming pool, ice skating rink, four tennis courts, 1200 outside rooms, all with air-conditioning, radio and TV, three fine restaurants for excellent dining at reasonable prices, new Olympia Cocktail Lounge overlooking the pool, ice skating rink and tennis courts plus another delightful cocktail lounge for meeting and entertaining associates. For complete information, contact Lewis M. Sherer, Jr., Sales Mgr.

NOW OPEN

Cotillion Room
North and South

FOR GROUPS OF
450 TO 1200

SHERATON-PARK HOTEL

2650 Connecticut Avenue, N.W. • George D. Johnson, V. P. & Gen. Mgr. • Phone Columbia 5-2000 • Teletype No. WA-75

Show was part of Sylvania's activity at two-day Electronics Parts Distributors Show, Chicago. However, stage production was held apart from regular exhibits in the Conrad Hilton. Ticket holders needed only to walk to nearby Eighth Street Theater.

Tickets were mailed in advance to people who might attend the Parts Show. Theater approach carried many aspects of the New York Stage. "Playbills" for "Sylvania theater" were format copies of those distributed in legitimate theaters. Cast for "Has Anybody Seen My Profits" was broadway talent, too.

Sylvania contracted for a professional director-choreographer to manage of the six Broadway actors. His job was to work script, lyrics and actors into a polished Chicago premier. In addition, Sylvania's advertising department hired Design-Built Studios, Long Island City, to design the show set.

Design-Built created a scaled model for company's approval to eliminate the need for Sylvania's execs to visualize blueprints. Set was constructed from approved plans in Chicago by local labor.

"Has Anybody Seen My Profits?" was written by William E. Levine, a member of Sylvania's advertising department. Considerable cost was saved through company's "home" policy to carry the bulk of creative work.

Plot Involves Distributor

Plot revolved around the A to Z Electronics Store, a fictitious distributor who faced a local price war. Robert Hall Electronics, down the street, recently had given a higher than customary discount by 10%. Charlie, A to Z proprietor, began losing customers immediately. He was deluged with telephone calls to cancel standing orders because customers were going over to Robert Hall.

Just as suddenly, Lucifer appears, disguised as Joe, who represents the Inferno Management Consulting Co. He announces all of Charlie's problems are solved with his plot to beat Robert Hall. Charlie is advised to grant an even higher discount. "Nothing doing," says Charlie. Comedy is

not this...



but this...



FOR CONVENTIONS WITHOUT TENSIONS

JUG END BARN . . . Where You Can "Roll-Up Your Sleeves" For Work or For Fun

Jug End Barn . . . choice of some of the country's leading business names for Sales Meetings, Conventions and Special Seminars . . . groups up to 250. For your privacy and enjoyment, here are 1600 acres, exclusively yours, in the beautiful, rolling Berkshires . . . at one of the East's most famous and unusual resorts.

Let Jug End's Convention Office, tailor-plan facilities to meet your specific requirements . . . provide you with a private and quiet atmosphere for more productive meetings, plus . . . plenty of fun when it comes time to relax. "Down-Right-Comfortable" accommodations, hearty country foods, air-conditioned dining room and charming, new Colonial-styled cocktail lounge, private 3,485 yd., 9-hole golf course and full resort sports facilities, including riding, swimming and the like. You name it, Jug End has it.

For specific details or descriptive material, call Mr. Paul E. Mills, Exec. Vice President

Jug End Barn



GREAT BARRINGTON 37, MASS.
Tel. 434



AND BUSINESS TOO . . .

At the Roosevelt Hotel you'll discover the happy mixture of business and pleasure . . .
we plan it that way.

Excellent meeting facilities for 20 to 700 persons . . . over 300 room accommodations and a staff of service-wise personnel spell effectiveness and satisfaction for your meetings.

For your hours of leisure . . . Jacksonville offers a wide variety of pleasures. Nearby beaches, swimming, fishing, historic spots and gay night life . . . all this and business too.

• FREE RADIO AND TV
• AIR CONDITIONED

Roosevelt
HOTEL
JACKSONVILLE, FLORIDA

Call, write or wire: R. B. Neighbors, Vice Pres. & Mgng. Dir. / Gloria M. Frary, Director of Sales

Glad to GREET you

With complete facilities that assure a successful carefree meeting

With hotel or private cottage accommodations, fine food, interesting sports facilities, etc.

With personalized attention to good service and come-back-again hospitality

90 miles from Phila. & N. Y. C.

For information call our offices in:
N. Y.— LO 5-1115 • Phila.— KI 6-1937
or write: EDWARD C. JENKINS

THE SKYLINE INN and Cottages
MOUNT POCONO, PENNSYLVANIA
at the Top of the Poconos

PLAN TO MEET AT BEAUTIFUL

MYRTLE BEACH

SOUTH CAROLINA

"THE RIVIERA OF THE SOUTH"





ON THE PLANTATION COAST OF SUNNY SOUTH CAROLINA! TWO CHAMPIONSHIP GOLF COURSES WITH GRASS GREENS, FINE FISHING FROM PIERS, BEACH, BOATS, LAKES

Excellent Hotels, Motels & Apartments

SPECIAL RATES OFFERED FOR GROUP MEETINGS AND CONVENTIONS FROM OCTOBER THROUGH APRIL

Advise us your needs, number in group and dates of meeting. We'll give you fullest cooperation

CONVENTION BUREAU—CHAMBER OF COMMERCE— MYRTLE BEACH 55, S.C.

woven into plot by means of Joe's watch. Watch is used to hypnotize Charlie's 36-24-35 secretary, Priscilla. She is secretly in love with her boss. Trance induces Priscilla to cast off all modesty (and glasses) to "fondle" Charlie into doing what Joe directs.

Show Hammers Point

After moments of seductive passion scenes, Charlie discovers the real Priscilla for the first time and agrees to under-cut his competitor's price. News causes Joe to shout with joy as if Nero had just burned Rome. (Joe had secretly planned the price war.) For Charlie, things go from bad to worse. Price cuts and undercuts between Robert Hall and himself reach a point where they are giving 90% of their business away. Then "out of business" signs are ready to go up.

Near the end, moral is played up in the show. Sylvania hammers point that nothing can be gained by price cutting. Distributors get increased business only temporarily. As soon as competitor meets the cut price, customers return to the original proportion. Show messages gives distributors alternatives in the face a price war. Answer is to "promote, promote, promote!" Alternatives are to use Sylvania's local tie-in advertising, flashing signs and its quality decal for distributor windows. Price wars can be met with customer incentives.

Free merchandise may appear on the surface as discounts, but are really more profits for the distributor. Show suggest a program whereby $50 in free parts be given away with every $500 bought to off-set price competition. It is pointed out this is far different from a 10% discount. Throughout Sylvania's show, the single message is, "Don't cut prices, promote!"

While Sylvania had the good of its own distributors in mind, principle could be applied to the industry at large. Distributors could meaningfully watch show, no matter what make electronic parts he carried.

▶ Sylvania's exhibits at the hotel served as its Part Show headquarters to discuss individually with distributors products and market strategy. ◆

EXHIBITS
EX 2-4600
BRYAN-ELLIOTT
COMPANY
27-01 Bridge Plaza, North
Long Island City, N. Y. 1



PLEASNESS*

*Combining PLEASure with busiNESS!

Combine convention business with gay resort life . . . put enthusiasm into each delegate, each group meeting.

From the delegate's viewpoint—the Daytona Beach Resort Area offers recreation . . . sports . . . attractions . . . entertainment and a pleasing change of pace that naturally builds enthusiasm.

From your point of view—excellent auditorium space (2700 seats) . . . impressive exhibit areas . . . over 20,000 rooms . . . friendly atmosphere to work in . . . gentle prices and strong convention committee assistance.

This 2-way point of view adds up to—PLEASNESS (combining PLEASure with busiNESS . . . *your* pre-convention guarantee of success.

ORMOND BEACH • HOLLY HILL • S. DAYTONA • PORT ORANGE

DAYTONA BEACH
RESORT AREA
Write
CONVENTION COMMITTEE
CHAMBER OF COMMERCE
DAYTONA BEACH, FLORIDA

Remember Your Last Sales Meeting?

HOW WAS IT?

To help you with your next one and five more after that, Wilding offers you a series of 6 built in sales meeting slidefilms

SO FUNDAMENTAL
SO BASIC
THAT 8 OUT OF 10 AT A PRE-RELEASE SCREENING BOUGHT ! ! !

No meeting guides to study, no introduction to rehearse—each film has its own introduction AND review frames at the end.

For further information contact "Better Sales Meetings"—Wilding Inc., 1345 Argyle St., Chicago, Illinois.

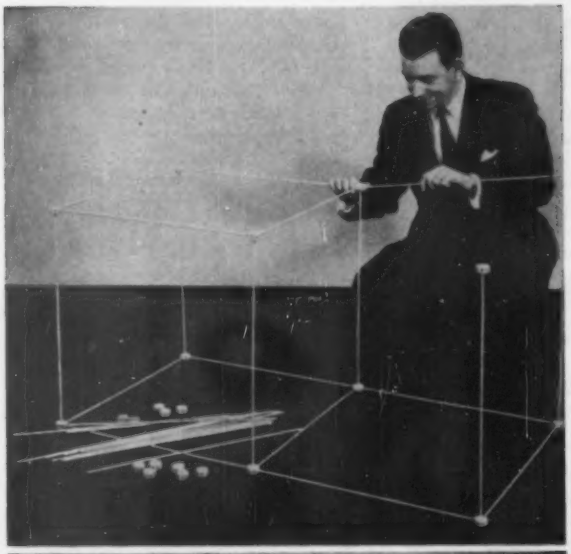
WILDING INC.
Communications For Business

We'd like to tell you why



Metropolitan MIAMI is the Magic City for Conventions

Write to CONVENTION BUREAU
320 N.E. 5th St.
Miami, Florida Dept. SM-A



This Prop Is Child's Play

HERE'S a meeting prop that is literally child's play to assemble and take apart. Wooden sticks and joints form a framework for copy panels. Frame is rigid enough to make a background about eight feet high and as long as you'd like.

Called "Pitch-maker" by its creator, Close and Patenaude, Inc., Philadelphia, this stage set can be put together in a number of shapes for variety. Light-weight products as well as paper panels can be hung on it.

This prop performs the same function as a flip chart or chart presentation. By putting panels on and taking them off, speaker adds a little action to his presentation. Paper panels (scored and folded) hang on dowels without fasteners.

Stock panels are available as well as blank sheets for imprinting. Currently the prop is used for quantity distribution to a sales force so that salesmen can stage meetings with a little showmanship. A pitch-maker kit sells for about $25. ◆



FIRST STEP: Assemble sticks and joints into any rectangular pattern desired. Time required is about 20 minutes. When program is under way, hang paper panel on sticks as you make points. Build full message.





LET El San Juan Intercontinental

make your convention unconventional this year!

Board meetings on the beach? Big deals in the dining room? Private caucuses in the cocktail lounge? Or formal assemblies in banquet rooms that hold up to 1500? They're all awaiting your business-and-pleasure at the San Juan Intercontinental, located on 15 beautiful acres in sunny Puerto Rico.

In Puerto Rico, you have all the fun of a foreign land—with no passports, inoculations, visas, or customs to complicate your planning. At the San Juan Intercontinental, you'll have restaurants, bars, pool, cabana club, nearby golf course and our own 1500-foot private beach—finest on the island—*plus* all the service and efficiency of an outstanding convention hotel!

The San Juan Intercontinental is just *one* of 15 modern Intercontinental Hotels in 11 friendly foreign lands. All are supervised to American standards.

Phone the Director of Sales—(in New York—STillwell 6-5858, in Miami—FRanklin 1-6661). Or write Intercontinental Hotels, Chrysler Bldg., New York 17.



INTERCONTINENTAL HOTELS

The World's Largest Group of International Hotels



FIVE-sided screen televises president's (closed circuit) talk to 6,000 dealers.

Deere Meeting—Big Even by Texas Standards

Farm machinery manufacturers brings 6,000 dealers into Dallas for one-day meeting. Spent 18 months to plan movement under veil of secrecy. New equipment displayed and demonstrated. Transportation was biggest headache; 3,500 arrived by charter.

By FRED PASS

TEXANS are quite accustomed to seeing big cattle drives, when thousands of whitefaced steers are herded across the open prairies. But even Texans were awed by the way Deere and Company, Moline, Ill., brought 6,000 dealers from all parts of the U.S. and Canada into Dallas, moved them into hotels and motels, hauled them to an auditorium, for a half-day meeting, shuttled them across town for a tractor demonstration, fed them twice and sent them on their way home.

The one-day sales meeting on August 30 was carried out with precisioned planning that would rival the work of a general staff preparing for an invasion.

Eighteen months were spent to work out details, even down to such bits of care as having an allergist stand by for those who were bothered by Texas dust.

Back in 1958, Deere officials began to work on a way to present a new line of tractors and implements, products of their $2-million research center at Waterloo, Iowa. Old way was to lug new equipment all over the country, along with an assorted group of officials and research men, for regional sales meetings.

It would be cheaper, they decided, to hold one massive sales meeting—to bring dealers to the equipment instead of hauling the equipment to regional points over the U.S. and Canada. It would also get the new line introduced quicker, give dealers a chance to get acquainted, and generate a lot of copy for the nation's farm writers.

To pull off such a one-day meeting meant numerous and varied problems, and the very first was to find a city that would fill the needs.

The city had to have hotel and motel space to take care of 6,000 dealers, Deere officials knew. It had to have a comfortable, cool auditorium where all could view a movie.



"WELCOME SIGN" measures 234 ft. wide, 25 ft. high. Nine-panel, two-color canvas wraps around Memorial Auditorium.

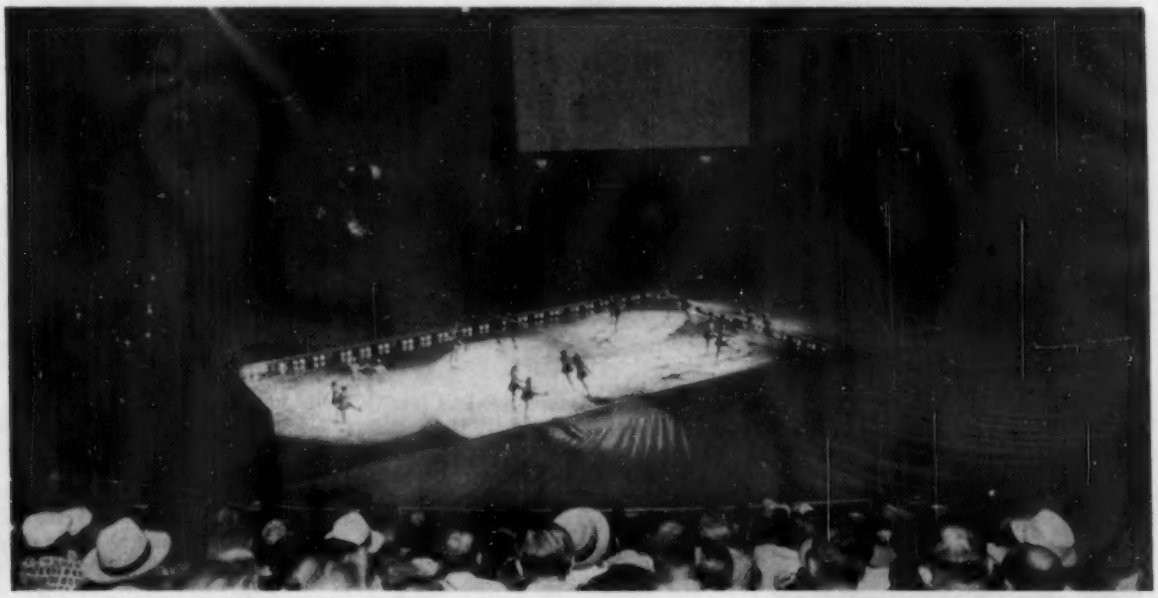


FARM machinery, worth $2 million, is on display for dealers and friends following new-line presentation in State Fair Livestock Coliseum in Dallas. Deere and State Fair shared $14,000 cost to repave parking area on which Deere equipment sits.

Not too far away, there must be a building with a dirt floor and seats for 6,000, where the new line could be presented. Adjoining space was necessary for a farm equipment display, and there must be a covered area for feeding the crown.

Last, but one of the most important requirements, the chosen city must have an airport able to take care of the largest commercial airlift in history—5,000 air-riding dealers. This airport should be arranged so that passengers would funnel into one central spot on arrival, so they could be dispatched without confusion to their assigned rooms.

Dallas, with two new hotels, new air terminal building, an air-conditioned auditorium, and a new livestock coliseum designed for such



MUSICAL show on ice features 22 skaters, 10 voice chorus, 25 piece orchestra. Show title is "A New Generation of Power."

FASTIDIOUS SECRETARIES ARE ALL TAKING NOTE THAT **SHOW SERVICE EXHIBITS, INC.** HAS BEEN RE-NAMED

EXHIBIT CRAFT, INC.



EXHIBIT CRAFT, INC.
18-35 38th St. Long Island City 5, N. Y.
Designers and Builders of Exhibits • Interiors • Models • Displays

SUCCESSFUL MEETINGS
call for

Ponte Vedra

PONTE VEDRA BEACH
FLORIDA

Directly on the Atlantic just 25 miles from Jacksonville with through train and plane service from all points.

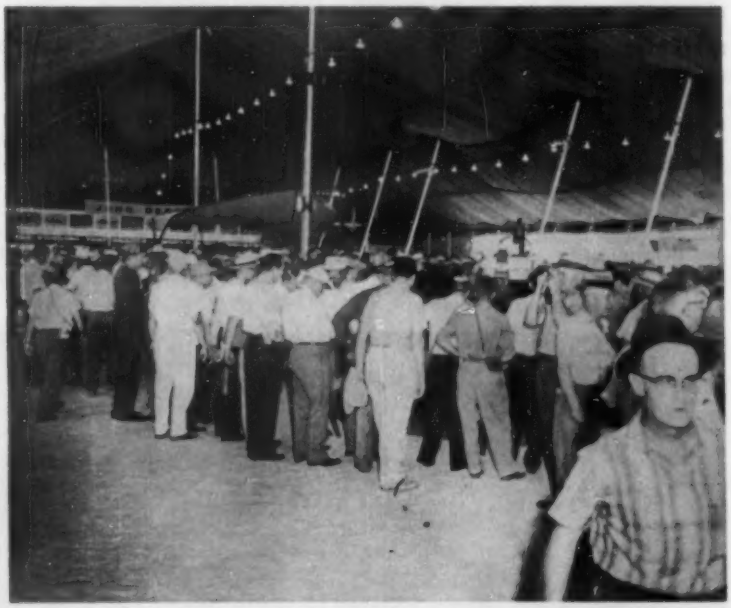
Four meeting rooms accommodating up to 125. All guest and function rooms air-conditioned. Championship golf course at door, tennis, private beach, fresh water pool, pitch and putt golf, fresh and salt water fishing.

National and regional associations and companies find Ponte Vedra "tops" for meetings from September through February and from May 1st to June 15th. Write for details. Address Luther N. Grimes, Gen. Mgr., Ponte Vedra Club, Ponte Vedra Beach, Fla. Call ATwater 5-2121

Florida's Foremost Four Season Resort



MODELS parade with tractors to add glamor to new line review. Signs in Models' hands indentify pieces of equipment passing under the spotlights.



Canvas "parawing" built for Deere & Co. shelters tractor equipment for more than 6,000 visitors. Freeman Decorating Co., Dallas, made the "canvas alley."

events as horse shows and rodeos, met these needs adequately. Besides, Deeremen noted that it hadn't rained in Dallas on August 30—the target date—in 15 years.

Work Began in 1959

Dallas was selected in the spring of 1959. Then began work to make ready for "Deere Day in Dallas."

Since the date was nearly a year and a half away, work had to be done in utmost secrecy. In the highly competitive farm machinery field, manufacturers guard their plans zealously. When Deere men came to Dallas, they registered at hotel as representatives of Wilding Pictures of Chicago, a firm that has made industrial movies

for Deere and Company. Some Deere personnel even had special calling cards printed identifying themselves as Wilding employes.

Major Headache

Working out the transportation kinks Deere had a major headache. Dallas' Love Field rates as one of the nation's major air terminals in numbers of arrivals and departures. But dropping 5,000 additional travelers out of the sky in one day more than doubled the day's load.

About 3,500 Deere dealers were scheduled on chartered flights. Another 1,500 traveled on regularly scheduled flights – one regular jet flight from Atlanta was made up entirely of Deere personnel.

Getting reservations so far in advance Deere had another problem, as the jet age blossomed. Jet acceptance and introduction came on faster than even airline officials expected. As a result, it was necessary for airlines to rejuggle schedules and equipment on their regular flights. This resulted in almost complete revamping of plans several times.

Anxious Moments

There were anxious moments, too, in arranging the chartered flights. One charter plane was to land at a New York state airport two and a half hours before time for it to leave with a load of Deere people. None too soon, it was learned that this airfield did not have required starting engines. So the charter plane left an engine running during the layover, else it would have been grounded. At other fields over the nation, it was found that portable loading stairs were lacking, and they had to be shipped in.

At Dallas airport, lavish plans were made to receive the impact of arrivals with a minimum of shock. A special bank of telephones were set up in a flight control center at Love Field. When a plane carrying a Deere Day visitor reached the two-minute circle, word was flashed via telephone to a registration center. Personnel at this center then sent baggage crews, bus crews and others into action.

Knowing that the whole plan could get balled up at the airport, Deeremen worked over this detail with fine precision. Freeman Decorators, Dallas, was hired to build a reception booth in the center of the terminal. Allied Services played a major role in handling baggage of Deere arrivals. Airport and airline officials worked closely with Deere people. To assure a smooth operation, 40 persons went

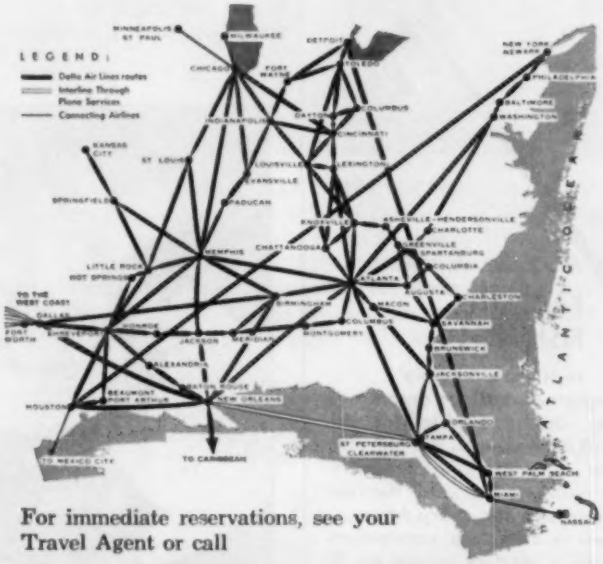


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through a day-long "dry run" at the airport five days before the meeting.

When dealers arrived at the airport, they were met by a bevy of girls dressed in short-skirted western attire. While attractive, these girls had a more important function. They pinned name badges on guests and pointed them in the direction of buses which took them to their rooms. Preparing 6,000 tags was no easy chore. Most of them were typed out by a special group of typists in Moline over a one-month period. Changes in tags had to be made in Dallas during the month prior to the meeting, as last-minute changes in the guest list were received.

Special Travel Folder

As another aid to Deere travelers, each was given a special "John Deere Airliner" folder when be boarded his plane for Dallas. The folder contained maps of Dallas, picture postcards of the city's sights, a brief history of the Deere organization, a sheet of "Texas facts", an outline of the program, and a welcome from Deere president William A. Hewitt. It took several weeks of detailed planning just to get these folders to the right departure points in the right quantities.

To get everybody housed, planners had to make reservations in some motels that hadn't even been built at the time. One motel under construction encountered some financial difficulty, and wasn't finished on schedule. This required some last-minute room searching, but the need was met. Each person was pre-registered, to prevent jam-ups at hotels and motels. When a person arrived at his hotel, he was given a key and his baggage, and went straight to his room.

Photographed Buildings

The meeting itself required months of detailed planning. John Moore, head of displays for Deere advertising department, visited Dallas months in advance and took photographs of the auditorium, coliseum, Cotton Bowl parking lot (adjacent to the coliseum), and livestock pavilion, where a Texas barbecue was to be held.

More and his force then returned to Moline, and in a restricted building especially rented for the purpose they reconstructed in miniature the coliseum and parking lot. This permitted them to play displays and decorations in minute detail. Toy tractors were used to "dry run" the implement show in Moline.

Plan Display Year Ago

F. D. Patterson, who normally handles field displays for the company which are attended by as many as 50,000 Midwest farmers, was brought into Moline to set up the equipment display a year ago.

Freeman Decorating was engaged to construct and erect decorations. One of its biggest assignments was to build a huge sign to drape across the



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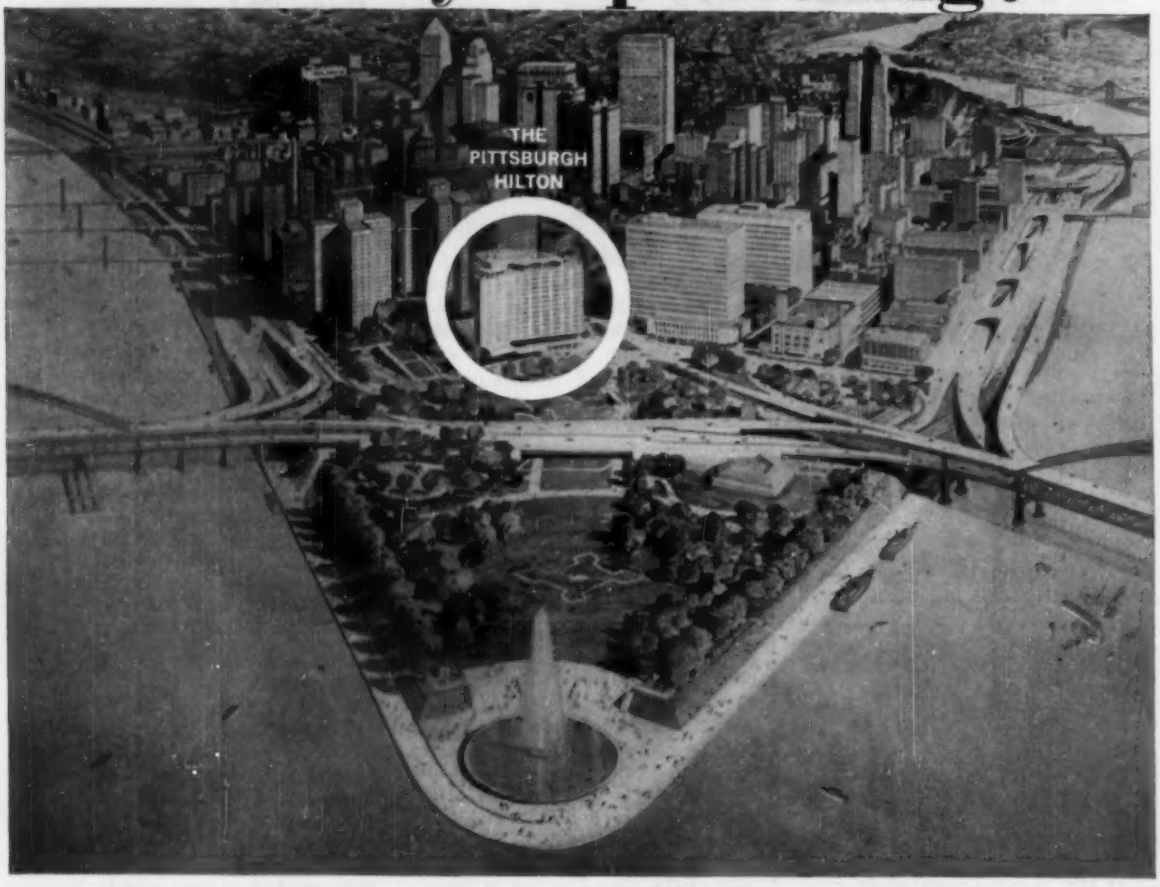
269 BOUSH STREET NORFOLK 10, VIRGINIA

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MAMMOTH barbecue dinner, catered by the Texas caterer Walter Jetton, at which Deere dealers consumed five steers and 4,200 chickens western style.

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The Good Housekeeping Group is one of many leading publishing companies which held their meetings or conferences in

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auditorium. A nine-panel yellow and green canvas sign, measuring 26 feet tall and 234 feet long, cried out: "John Deere."

Built Western Town

At the coliseum, the decorating company built a western town. Here Deeremen could walk through a pioneer street, and view such scenes as a livery stable, saloon, Wells Fargo office, bank, "Boothill Monument Company", and a replica of John Deere's blacksmith shop. At the barbecue site, portraits of western characters—including Johnny Ringo, Doc Halliday, Wyatt Earp, and others—painted by Freeman Decorating Company's Helen Anderson, were hung. Red and white checkered tablecloths and sawdust on the floor contributed to the Western flavor in the eating area.

Lavish Show in Morning

Morning sales meetings was designed to be as lavish as a television spectacular. An ice show was brought to Dallas from Chicago, purposely programmed to tell the new John Deere equipment story with entertainment. Another part of the sales message was to be presented on film. This posed a problem, as no one screen could be seen from all seats in the circular auditorium. For the occasion, Wilding Pictures people designed and built a five-sided television screen, which was hung from the top of the auditorium. Hanging this way, it had to be made of light material. Magnesium was used.

With five screens, five different reels of the same film had to be projected in perfect synchronization. Also, with closed-circuit television, dealers were able to view speakers at close-up on the suspended screens while seeing them "in the flesh" down on the platform. The screen was shipped in sections from Chicago by Wilding, and erected in a week's time.



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Some dealers from Canada can speak and understand only French. For them, an interpreter and a special group of headphones were provided—as is done for delegates to the United Nations sessions.

Charter 100 Buses

Dallas' Memorial Auditorium, site of the morning session, is near the downtown area. The coliseum, location of the afternoon implement show and evening barbecue, is about two miles away, at Fair Park. The day's schedule was carefully drawn, so as not to produce any cross-town movement during the city's heavy traffic hours. Nearly 100 city buses were chartered to carry dealers from the auditorium to the coliseum, and back to town.

One week prior to Deere Day, workers began to move the new top-secret tractors and implements (covered with masking tape to shield them from riders on a nearby roller-coaster) into position in the display area. Huge tents were erected to house a headquarters area and service display.

To prepare a parking lot for the display, a complete resurfacing job had to be done. Deere and Company shared the $14,000 cost with State Fair to get the job done.

Box Lunches

Feeding the multitude was done in minimum time. At noon, dealers were handed box lunches of fried chicken, bread and butter and fruit. This meal was eaten in the exhibit area under the auditorium following the morning session. In the evening, they ate barbecue cooked on open spits by Walter Jetton, king of the Texas barbecue caterers. There the group ate five cows, 6,000 roasting ears, 4,200 chickens, 7,500 fried pies, 15,000 sourdough biscuits, 300 pounds of butter, and drank 10 barrels of iced tea and 200 gallons of coffee.

Emergency Center

To handle emergencies throughout the day, a special telephone center was set up at Statler-Hilton, headquarters hotel. First-aid facilities were provided at both the auditorium and coliseum. In addition, lists of doctors who were available to handle sickness or injury were at hand, including the name of the allergist.

It was a maneuver of military proportions. And by nightfall of Deere Day, Dallas folks knew the dealers had established their beachhead. All had gone according to plan. ◆

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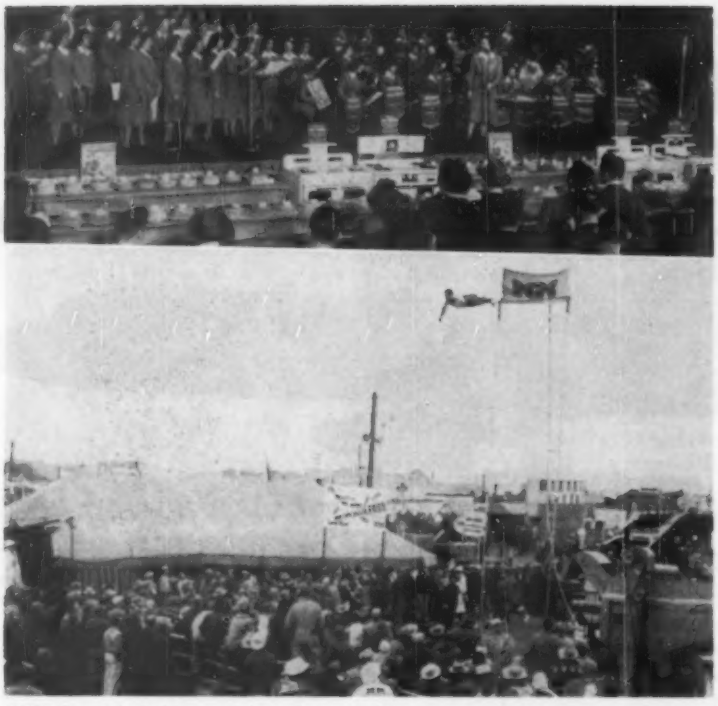
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HORMEL girls (above) sell a lot of chile con carne to prove success of vaudeville. Minneapolis-Moline (below) adds entertainment to its fair exhibit.

Entertainers May Be The Answer IF . . .

You have analyzed your audience carefully . . . you fit entertainment expertly into the rest of your program . . . your hired talent meets the need of your company. Errors are costly.

By AL SHEEHAN
Al Sheehan, Incorporated*

AN INDUSTRIAL stage show may well be the answer to your sales problem IF (and the emphasis is ours):

1. You carefully consider the makeup of the audience you intend to sell. You wouldn't (to use an extreme illustration) feature a so-called "sick" comedian before a crowd of serious, substantial people who have business on their minds.

2. You are expert about fitting the show into the over-all program. If what a sales manager or president has to say is brief, tie it right in with the entertainment. If the business presentation is to be extensive, talks and acts can be alternated. Or the entertainment can go over to the evening program.

3. You make certain the talent meets the needs of the company.

Don't be mistaken – a lot of sales have been made and sales force enthusiasm has been generated with the help of a tumbling troupe, a juggler, even an animal act or a shapely girl pirouetting in a not too concealing costume.

And a lot of sales managers have hammered home their points to dealers with assistance of a hypnotist (no reflection on salesmen intended) or a magician or a fiddler.

But a lot of costly mistakes are made, too!

Here are a few of the most common errors:

- The company, eager to do things with a lavish hand, purchases too much talent. The show just gets too long. Not long ago an aviation company in the Southwest – it didn't happen to be one of our customers – had so much entertainment, prospective customers got weary and just wandered out, at varying stages of the program, before the sales pitch ever was made.

- The company pays too much for talent, in the misbelief a big name is the only answer to the problem.

- A badly balanced program is arranged. There could be, for instance, three featured singers. Even if they are good, that's too much singing. That usually happens when someone high in the company–or his wife–likes singing.

- A haphazard selection of acts. You've got to consider the educational and economic levels of the people you reach. If the audience is traveled and used to good entertainment, you can go in for one of the more sophisticated shows. A comic out of the Thirties–who is good in the right surroundings – would flop before an audience of younger people.

It's a joy for a man who grew up in show business to see entertainers put zest in a sales campaign.

For instance, we just got through with a job for Carter gasoline (editor's note: now division of Humble Oil Co.) on the West Coast. Carter wanted to get customers into its service stations and, to point up a new gasoline additive, it wanted to "put that tiger into your gas tank."

The "tiger" suggested circus-type acts, of course, and the rest was a matter of getting the right acts at the right places at the right time. For 23 days the show went from city to city and from station to station. The "tiger girl" usually was a model of a specialized type. Clowns, fortune tellers and the rest of the performers

*The Minneapolis, Minn., company went into the industrial show field some 30 years ago; is one of the half-dozen largest in the country.

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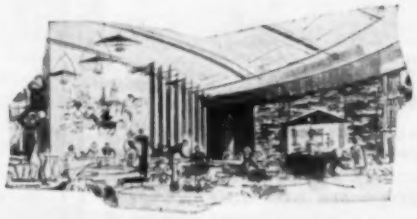
After the meeting, guests relax in air-conditioned suites, richly furnished with luxurious king-size beds, deep-pile wall-to-wall carpeting, and easy-to-view TV sets. Spacious baths are accented with thick, soft towels, and the beautiful decor of each room makes it ideal for informal entertaining.

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Executive Offices
120 24th Street, Miami Beach, Florida

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were acts hired in Los Angeles, Minneapolis, Kansas City or wherever we had to find them.

This same company used another type of service available through entertainment. Come Fall, Carter again will put on meetings for dealers in about 20 cities such as Spokane, Seattle, Denver, Salt Lake City and Billings.

This is a dealer-building type of presentation with no obvious sales pitch, and the program changes accordingly. For dealers, there will be possibly a high-type comedy act, pretty girls, a good singer and acrobatics.

Before entertainment, between acts and after the shows, sales executives chat with dealers and probably learn about a particular problem a dealer has. At some later date, the sales manager will have a suggested solution.

That's low pressure selling, but it is effective.

Ideas have a habit of working themselves into something concrete as a result of shows.

For instance, we do an occasional selling job for Minneapolis-Moline Co., farm machinery producer. We had a clown act during a presentation of a new Moline tractor, and it was no accident the clown dubbed himself "little Moe."

Moe got to be kind of a generic term for tractors around Moline and today they had a "big Moe" tractor which is doing rather handsomely saleswise.

▶ There is a way to apply entertainment to commercial needs in just about any situation.

General Mills, Inc., needs well-selected, topflight entertainment for the dinners to climax its annual future homemaker promotions. Getting and presenting such entertainment, a food products company could have quite a problem, but it is just part of the day's work in our field.

When Minnesota Mining and Manufacturing Co. wanted to go all-out to recognize the 50th anniversary with 3M by William L. McKnight, chairman of the board, it was comparatively easy for our people, working with the company, to present scenes from the honor guest's life.

It would have been equally easy to fall into the pageant sort of thing, which so frequently is a dismal flop. For the 3M show we needed the St. Paul City Auditorium to seat some 15,000 employes. Jack Paar was master of ceremonies, and final surprise was presentation to McKnight of a live race horse. Not many shows come in that scope.

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Nancy B. Zabel
Director of Sales

A matter of prime importance is how much a company should spend on entertainment programs. One of the nice things is that you can budget a show to your precise needs and the amount the company wants to spend —you know in advance what it is going to cost.

A grocery company on its way up in volume and opening many new retail outlets figures usually to spend $3,500 to $4,000 on a few import acts and a few locals, with a day-long presentation. Amount varies in accordance with the importance of the store.

Occasionally we handle entertainment needs in which a company budgets about $1,000 for a spot show.

On the other end of the string is the big appliance company that has four regional and district sales meetings, attended by some 3,000 persons. The company figures to spend about a quarter of a million dollars on entertainment – and considers the money well invested.

One of our more satisfying sales-building chores happens to have been one of our first–about a quarter of a century ago.

Jay Hormel of the meat packing company happened to see three girl singers on a battered old truck, during a Fourth of July parade.

He liked the novelty of a girl orchestra. The company had the problem of expanding into the national sales field, and Hormel wondered why the two things couldn't be put together.

It took a couple of years of hard work, but the net result was the Hormel girls' caravan all in white automobiles, going from city to city, putting on entertainment programs and then actually going into the retail stores to act as sales girls.

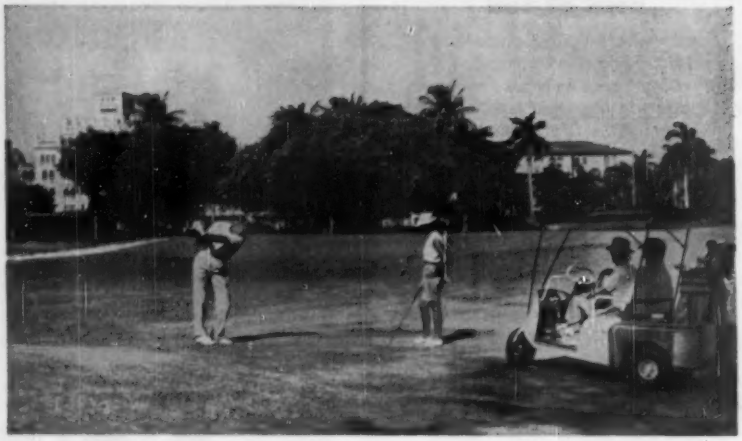
There was what we called the Night in Old Mexico, and at various times we used Delores Del Rio, chorus girls from Hollywood and Paramount starlets.

And what was all this for? To sell chili con carne, and did we sell chili con carne!

It was during those early days, I think, that I learned to sense when the punch lines were going over during a sales presentation.

You can accurately evaluate applause and you can tell when the tricks of show business – a change in music or different use of lights – are needed to change the mood of the audience.

You can feel success, and that's what I like to call successful application of entertainment to commercial needs. ◆



The home of Great Conventions

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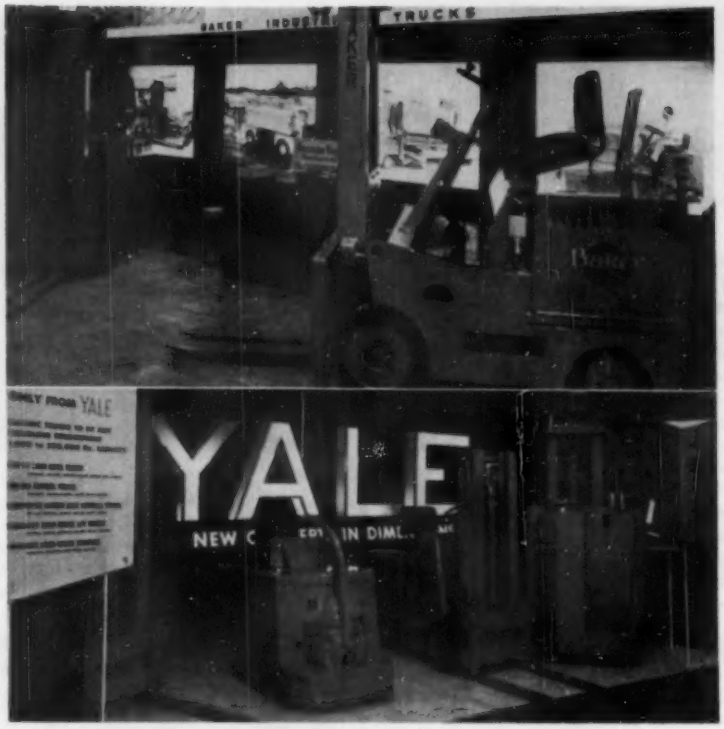
Its equipment is the most modern available—including spotlights, blackboards, lectern and a complete public address system.

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Convention Co-ordinator
Starved Rock Lodge
Starved Rock State Park
Utica, Illinois

or phone Chicago office:
MOhawk 4-5100

SAVE! Bring your own liquor. We'll supply setups and service.



INDUSTRIAL truck manufacturers exhibit at Exide's sales meeting to show their men the new line. Exide makes the batteries that powers such vehicles.

Ever Have Customers Exhibit At Your Sales Meetings?

Exide invites companies to whom it sells batteries to exhibit at sales meeting. So many accept, exhibit area has to be increased. Exide uses incentive contest as meeting build-up.

INVITE your customers to exhibit at your own sales convention? Exide Industrial Div., The Electric Storage Battery Co., Philadelphia, thought it was logical.

Goal was to give salesmen an opportunity to see Exide batteries actually power new forklift and truck models. In Exide's situation where it supplies a product within a larger product, two basic areas for sales are open. One, to persuade truck manufacturers to install Exide batteries in their equipment as it comes off the assembly line. Two, convince buyers it is best to replace old batteries with Exide. Exide's Atlantic City convention purpose was to train its own sales force and focus manufacturers' attention.

Salesmen canvassed their manufacturing accounts for exhibit contributions at the sales convention. All exhibit arrangements for the convention were handled exclusively by salesmen. Together the salesman and account worked out exhibit size, basic design and approach. Exide offered 10-, 20- and 30-ft. booths, 8 ft. deep.

Awards for Exhibits

Awards were presented at the sales convention for best exhibits. Award

categories were: most educational, attractive, and unusual. Contest pressured each salesman to give his client the best possible advice, since a win or a booboo reflected on him as well as the exhibiting account. Each person who attended the convention cast a single vote for each category.

Heavy Response

Response was heavy to Exide's exhibit offer. Originally, Shelburne Hotel's Kerry Hall was reserved for exhibits. As truck manufacturers' space requests rocketed, Exide was forced to expand total exhibit space. The Shelburne agreed to remove its furniture in the lobby to make additional room. Exide evaluates the intense exhibit interest as "an indicator of users' acceptance."

First national sales convention in three years, Exide's reason for the Shelburne Hotel meeting was twofold: Acquaint sales force with new products to be introduced. Introduce Exide personnel and truck manufacturer reps to new sales heads within the company. Exide had recently undergone a managerial change.

Sales-Service Contest

To build up pre-convention interest, Exide staged a sales-service contest among its force. Its Atlantic City Race was scored on a point system, with handicaps tied in to equalize everyone's chance to win. Most sales organizations have a "hot rod" salesman or two, who usually work the best territories by virtue of ability. Management was aware that these men could easily win a contest without handicaps on sales volume alone.

Contestants "ran" a series of three laps in "the race to Atlantic City." "Qualifying run, back stretch and front stretch" lasted a month apiece to make three consecutive months of competition leading to the convention. Exide force earned points based on their sales and service activity, later translated into real Exide stock.

With each lap, race was in effect a way to earn part ownership in the company. Minimum number of points had to be earned to acquire stock. Certificates were held until the convention to be issued. In addition, top winner in seven categories won a husband and wife trip to the Emerald Beach Hotel, Nassau.

Seven Winners

Sales and service were divided into seven areas in which personnel could win the Nassau trip if they had the highest points:

1. First place driver (high point service engineer)
2. First place pit boss (top district manager with highest accumulative sales)
3. First place team manager (regional manager with best area sales)
4. First place mechanic (outstanding service man on points)
5. First Place Sunday driver (staff executive with best regional sales)
6. First place unadjusted driver (large quota man with highest sales volume)
7. First place driver or mechanic (top man who won none of the other spots)

Exide point system was applied to various sales and service activities. Basic points were given for a routine call. Double points were assigned for sales delivered in 90 days. (Purpose was to restrict salesmen's tendency to attempt to sell a year's battery supply in advance due to the contest.) Greater number of points went to orders over $2,000 with six months delivery. Those who managed to replace competitor's batteries with Exide earned high number of points.

Campaign to Wives

While husbands were selling, company had a spaced direct-mail campaign go to wives. The E. F. MacDonald Company supplied a series of six enclosures to build Nassau interest and made all travel arrangements. Each mail piece was simply designed with color and "quickie" messages. One piece read, "This is a horse's mane. You will see many like it on the willing quadrupeds that draw the surreys for sightseeing in Nassau." Or, "This is a zero. It is exactly how many cares you'll have in the world during your stay in Nassau." At the same time, periodic bulletins were issued to Exide sales offices to report latest race results.

Tour Local Plants

To attend the convention, salesmen assembled in Philadelphia, Sunday night. Early Monday, buses departed to tour local Exide plants and then continue on to Atlantic City. Exide

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AT ROCKEFELLER CENTER

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EXHIBITS SCHEDULE
1212 Chestnut Street
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Does a convention have to be conventional?

Not if you try someplace new—like Las Vegas, or Lake Louise, or Phoenix, or Salt Lake City, or Mexico City. They're places that can *make* your convention—and they're so easy to reach on Western Airlines! For the facts about the West's Conventionland, write: Betty West, Convention Bureau Manager, Western Airlines, 6060 Avion Drive, Los Angeles 45, California. No obligation, just service!

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- Staff of specialists in meeting arrangements.

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Private elevator from Grand Central

people checked into hotel late afternoon in time for a welcoming reception and dinner.

Workshop sessions dominated the remainder of the week. Products were introduced and discussed. Exhibiting companies manned their booths to point out advantages of new equipment. Manufacturers apparently were eager to demonstrate truck equipment as Exide salesmen can be in an excellent position to recommend products in their work.

To break the hammering pace of workshop sessions, Exide projected a sound filmstrip show entitled, "Two Dollars on Alfred." Close and Patenaude Co., Philadelphia, created the film to portray the development of a salesman. Plot revolved around a side bet that anybody can be made a salesman if he does what he is trained to do.

Charts were used extensively in workshop sessions. Some of these were cartoon illustrated. About 36 inches by 54 inches in size, visuals could be seen clearly from any distance in the meeting room. Close and Patenaude's "pitch-maker," a kit of wooden sticks and joints, provided a lattice arrangement for speakers to hang other poster material.

Convention perfect



IDEAL LOCATION: 3000 acres in colorful Allegheny mountains, convenient to train, plane, bus or car to Bedford exit, Pennsylvania Turnpike.

SUPERB FACILITIES: equipped and staffed for groups of 25 to 550. Championship golf course, in-and-out-door swimming pools, private lake, all sports. Complete bar and beverage service.

SPECIAL CONVENTION RATES: throughout season April 15 to Nov. 15. Write, wire or phone (Bedford 500)

Bedford Springs
HOTEL
Bedford, Pennsylvania
E. Harris Knight, *Sales Manager*

Light Program at Night

Although evening sessions were scheduled, program wove entertainment and light talks into the twilight hours. These sessions were in direct contrast to heavier afternoon workshops. In the five day convention, Exide scheduled Wednesday after noon for fishing, swimming, bowling and golf. Tournaments in golf and bowling were conducted.

Stock certificates and announcements of Nassau-trip winners were withheld until presentation night, Thursday. Highpoint was deliberately held until near the end of the convention to maintain keen interest the entire five days.

$200 per Man

Cost to Exide per person was $200. Total attendance was 235 men. For some a trip to Nassau was an experience still in store. Of those who did not make the trip, many patted their pockets on the way out as if to say, "We're part owners." They were—with stock certificates to prove it. ◆

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Put Your Hospitality Room to Work

Hospitality suites used to be decorated with girls in chemises. Now it's strictly business—yours, not theirs. You can take advantage of this informal atmosphere as a functional part of sales.

By JAMES P. KENNEDY*

PRETTY GIRLS in chemises, colored lights, extra strong beverages and cigar smoke you could cut with your arm, were the essence of the hospitality room in the pre-depression convention days. Salesmanship was secondary. "Give the boys a good time and they'll have to buy our product," were the words of my first sales manager.

Then came the leaner years of the early 30's. The girls were bolder and were not paid—they made their own deals with your customers. You furnished the suite and the drinks, they solicited the business.

As industries matured, this phase diminished. Successful manufacturers took on an air of respectability. The girls were dressed in evening gowns and were called "hostesses". They served refreshment and light banter. The bedroom door was never closed. Wires started to come to conventions. You had to be careful.

In the highly competitive 50's, the hospitality room took on the air of a private club with free pretzels, cheese and crackers to go with Scotch and Manhattans. A few enterprizing firms had catering service, with delicious roast beef or ham sandwiches, coffee and beer. This was so popular, admission had to be restricted to legitimate customers who were issued passes in advance. Hotel dining rooms didn't do too well with all this free food available in the hospitality suites. The girls were legitimate models, at $25 a day, nice looking, well dressed and sedate. More conservative firms merely served drinks and provided their most loquatious salesmen for entertainment without hostesses. Only incentive to visit these rooms was that of having a chance to talk with members of management who were seldom on the road, and to establish rapport with individuals not otherwise in direct contact with the trade. Dull but respectable.

Is the hospitality room merely a tax deductible business expense, or can we make it a functional part of sales? What is being accomplished?

Lets wake up and use this opportunity to build sales!

There is no reason that merchandise, particularly new and interesting developments, can not be exhibited in hospitality rooms. As much care should be given to this phase of merchandising as to the ornate booths in the exhibit hall. Promotional sound movies can be used in a room—whereas most conventions prohibit these crowd gathering attractions at an exhibit booth. Door prizes can be offered. Souvenirs can be distributed without restrictions of the exhibit hall.

For selected and pre-invited guests, top management should be present and willing to mix with the trade. Wives of management should be on hand to put visitors' wives at ease.

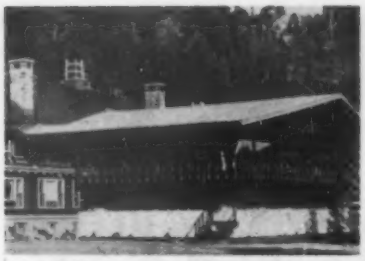
Supplement Exhibit

The hospitality room should supplement the exhibit booth with the advantage of being more congenial and comfortable. There are no restrictions upon taking orders—even a small incentive discount would be justified, in that it would cost at least $25 for a salesman to visit a customer from a distant city at his place of business—here he is paying his own way to the convention. You merely induce him to visit you in your hospitality room.

* In charge of exhibits, Sola Electric Co., division of Basic Products Corp.

You make it worth his while. It is an added incentive to him to crystalize his buying motivation at the convention where he can save a little (in addition to his tax deductible expenses).

We no longer need the girls in chemises. There can be a monetary incentive to visit the hospitality room. In the warmth of convivial good fellowship, sales resistance diminishes. We can combine business and a little pleasure, profitably. Lets make the hospitality room part of our merchandising program that pays its own way. ◆



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It Could Be Verse



By J. G. LONG, Gray & Rogers Public Relations

Acknowledgement

Thanks for the introduction,
Friend,
It really was a peach.
But next time make it, please
Less grand –
It's better than my speech.

Outdoor, Indoor Saltwater
SWIMMING POOL



The Shelburne

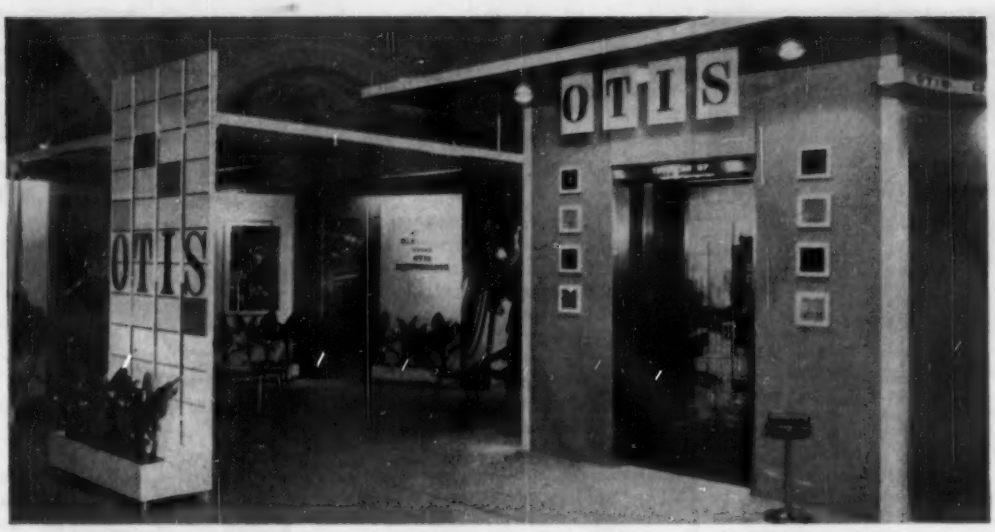
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OTIS ELEVATOR'S exhibit approach to Natl. Assn. of Building Owners & Managers meeting.

Which Would You Use?



WESTINGHOUSE elevator division's approach to same show, at other end of exhibit area.

Same show, same product, same opportunity, yet two exhibitors came up with exhibits at opposite ends of the spectrum at Natl. Assn. of Building Owners & Managers meeting in Philadelphia.

YOU HAVE HEARD it said often that give two creative men an identical problem and invariably they will come up with different solutions. Recently, two companies had a similar exhibit problem and (as you might expect) came up with exhibits as dissimilar as night and day. Otis Elevator Co., New York City, and West-

135 of the top 500* corporations in the nation meet at THE MORAINE!



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Operated by Del E. Webb Motor Hotel Company

inghouse Electric Corp., Pittsburgh, were both elevator exhibitors at the National Assn. of Building Owners & Managers convention in the Bellevue-Stratford, Philadelphia.

Otis Traditional

Same show, same product, same opportunity: each company wished to sell elevators to a market assembled under one roof. Otis took a more traditional approach to marketing through exhibits. Exhibit had a story to tell. (Otis wished prospective buyers to know that parts that go into its elevators are all made by the company. Singleness in production standards insures buyers not only of controlled quality, but that Otis elevators allow building managers to keep up with modern elevator automation to come at no sacrifice of the original investment.) Bryan-Elliot Co., Long Island City, constructed the exhibit for Otis.

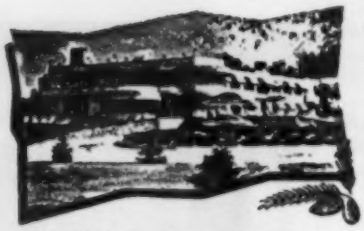
At the other end of the exhibit floor was Westinghouse's answer to the same show. Visitors were invited to play nine holes of miniature golf. Nothing was missing for the sports enthusiasts – even down to the ninth hole bar. Cool pitchers of orange and tomato juice were behind the bar for visitors who made the rounds. Prizes were awarded by daily drawings to those who qualified with a prescribed score. Westinghouse topped off the convention exhibit with a grand prize, stereo-hi-fi console set. In this background, sales representatives of Westinghouse chatted with old customers and potential new ones. Golf course was created by The Art Guild of Philadelphia.

Golf course was supplemented by a single-table exhibit in the hotel lobby. A scale model of Grand Central City building, Park Avenue, New York City. Table exhibit announced Westinghouse was to install in the not yet completed building elevators and electric stairs which combined would transport 275,000 people a day.

Friendly Approach

In talking with company sales representative at the convention, Westinghouse philosophy was obvious. Many people know Westinghouse elevators. Approach was to renew old acquaintances and provide leisure recreation for them at the convention.

There you have it: two companies with opposite approaches to the same show. If you had been the exhibit planner for either of these companies, which approach would you have leaned towards? ◆



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A DIVISION OF CANADA STEAMSHIP LINES



Try to Top This One

(continued from page 37.)

cupied after each day of lectures, we tended to get them to bed earlier than would have been the case if they had been put on their own as soon as the day's work was over. This made for brighter eyes and few nodding heads the next day and helped to sustain interest.

We even chose our hotel with an eye towards this. One we picked was just far enough from the middle of Miami Beach to make a man think twice before venturing out for a night on the town. Fact that the particular hotel we chose had all the facilities we needed, including a golf course, country club and a convention hall, was also instrumental in our choice.

Day-to-Day Incentive

In planning our stock market incentive program, we realized one thing. No incentive plan really works well if the rewards are too distant. Something has to be done on a day-by-day basis or interest will wane. We tied the stock market program and a day-to-day incentive plan together by handing out quantities of stage money to the men in classroom lectures. Basis on which money was awarded depended on individual instructors, but most of them paid off with money for: (1) first man to finish a test, (2) particularly stimulating questions from the class, (3) first correct answer to a verbal question, and (4) promptness in arriving at the class on time.

Money the men earned this way was added to the monetary value of the stock certificates held by each man and was used to bid for prizes at the end of the meeting.

Last stage in building our sales meeting was akin to painting a house. A coat of paint serves not only to dress a place up; it also, and this is almost more important, protects the house from weather damage. That was the way it was with our final day. We wanted to make sure everything that had gone before was protected.

We had learned in the past that no matter how many times you repeat something to a man, he will forget a part of it – particularly when salient points are buried in a welter of detail. What we wanted to do on our last day was drive home the most important sales features of our products and give the men a last chance to ask questions.

There were other purposes, too. We wanted to build a fever of enthusiasm which the men would leave with and at the same time we had to tie all this into our general stock market-merger theme. Here's what we did:

Carnival Relieves Reviews

We staged a carnival in the hotel's convention hall. And we interspersed trips to the carnival with 20-minute review sessions held behind soundproof drapes in the convention hall area.

Over-all course material was broken down into six basic areas of subject matter and six of these soundproofed areas with chairs and lecterns were set up around the edge of the hall. As the men entered the hall, they were assigned to one of six groups at random with group one sent to review area one, group two to review area two, and so forth. Each review session was conducted by a pair of our agricultural or veterinary scientist-lecturers. After 20 minutes of intensive review during which the men were again paid off for stimulating questions and for correct and/or first answers to questions, a bell was rung and the men sprinted out to the carnival area.

Carnival area was down the middle of the hall. Various carnival-type games of chance were set up on tables. Men used their stage money at these games in a last-minute effort to build up their bank rolls for the auction to come. Actually, the carnival served a much more important function. It let the men blow off excess steam during the intense review sessions and put them in the right frame of mind for the final afternoon session of the meeting.

We filled this carnival operation with lots of razzmatazz. Operators of the games of chance were all headquarters men and they were dressed in carnival-type costumes. Jazz records blared over the P.A. system.

And then at the end of 20 minutes of gaming – silence. A whistle blew and the "ringmaster" directed each group back into the right review area. Group one now went to area two, group two to area three, and group six rotated into the head of the order.

"Cash" for Answers

What went on in one of these review sessions is particularly illustrative of the kind of instructional tech-

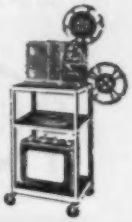
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nique we use in our sales meetings—only much more intensified than usual. Salesmen were seated on opposite sides of the table. Number one man was told by the instructor to ask the man across the table from him a question. Ten dollars in stage money went to the man who answered the question if he were 100% correct. If not, the man who asked the question got 20. Two members of the veterinary science staff were on hand to moderate and pass out "play bucks." This question-answer routine went all the way around the table.

This technique had the advantage of drawing out from each salesman some particular interpretation he had made of the lecture material and of allowing him to sound off with some aspect of his own experience. These bits of personal information were greedily snapped up by the listening salesmen.

Again, at the end of 20 minutes – clang! clang! Music came on; bells rang. The men took off for the gaming tables. We kept this up until each group had been rotated through all six review sessions.

Pay Off to Routine

After this came the pay off for the stock market routine. First there was election of officers of the new company formed through the merger of the four the men had "belonged" to during the meeting. Officers selected were the five men with the highest point scores. To make this a real honor, John E. McKeen, president and board chairman of the Pfizer Corporation came down from New York. He personally congratulated the president, executive vice-president, vice-president in charge of marketing, treasurer and secretary of the new company. He emphasized that it was performance that paid off for these men in this role-playing situation – just as it would in real life.

The auction was wild. We had no idea that some of the men had managed to accumulate such large quantities of play money and stock certificates. But one thing we did know. Those who led the bidding and walked off with the prizes were the ones who had checked out best in examinations, answering of questions and contributing of important information. This was the pay off for the men and for us, too, because the enthusiasm transcended old group alignments.

After lunch we switched back out of the convention hall into the hotel's grand ballroom where we had our final session. We kept the advertising

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Allan Stubbins W. Fred Puffer

agency's presentation until that time since, because of the completeness of its coverage, we knew it would be inspirational. We highlighted the extent of this coverage by mounting huge photostats of magazine covers all around the room and pointing each one out with the beam of a spotlight. This was done rapid fire to impress on the men just how many publications we advertise in.

Following this there came a concluding message from J. J. Thompson, our vice-president and general manager of the division. He emphasized the unity theme and its significance to each and every salesman. To highlight this, we played tape recordings of messages from four salesmen's wives. The men had no idea that their wives had taped these messages and as you can imagine, the impact was terrific.

Then after the final emotional wind up by Vice-President Thompson, we lowered the boom – promptly at four p.m. – time set for adjournment. This matter of being on time was of great importance to us all the way through the meeting, by the way, for we have learned that nothing saps interest and drive as much as class sessions that start late, late arrivals at meetings that have started on time, etc. We ran the whole works with stop-watch timing.

Objectives Met

As the men filed out of the ballroom following the final session, we knew we had succeeded. Our sales meeting was finished, its objectives met. Last nail was in place and the painting was complete. Not only had we built a sales meeting, but we had built a new and dynamic sales organization because of it. ◆



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Subject: CELEBRATION

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Subject: SIGNALS

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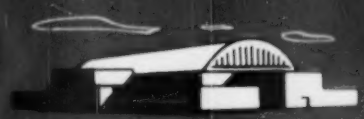
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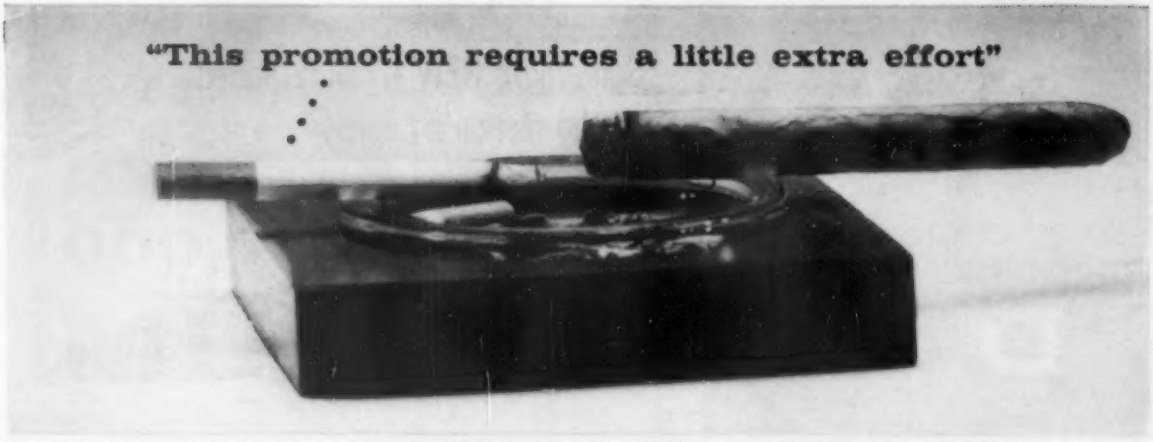
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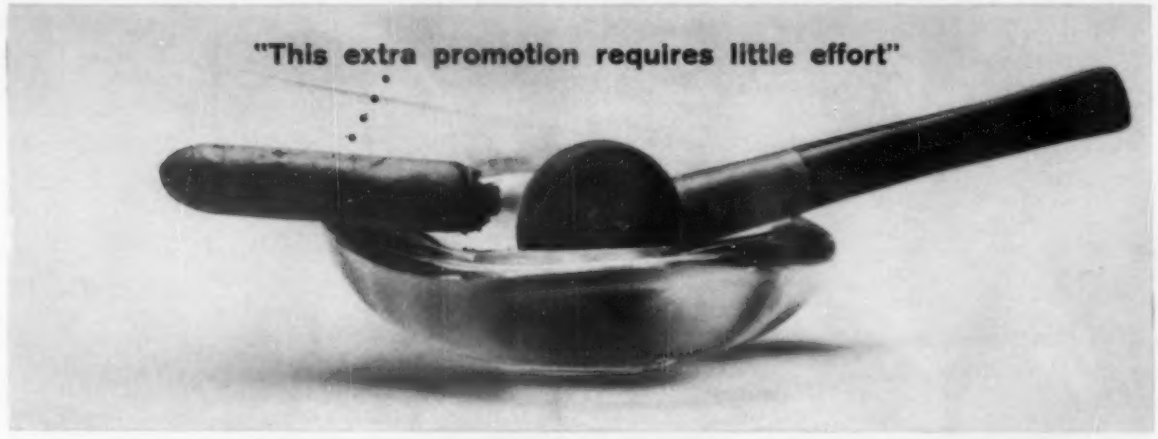
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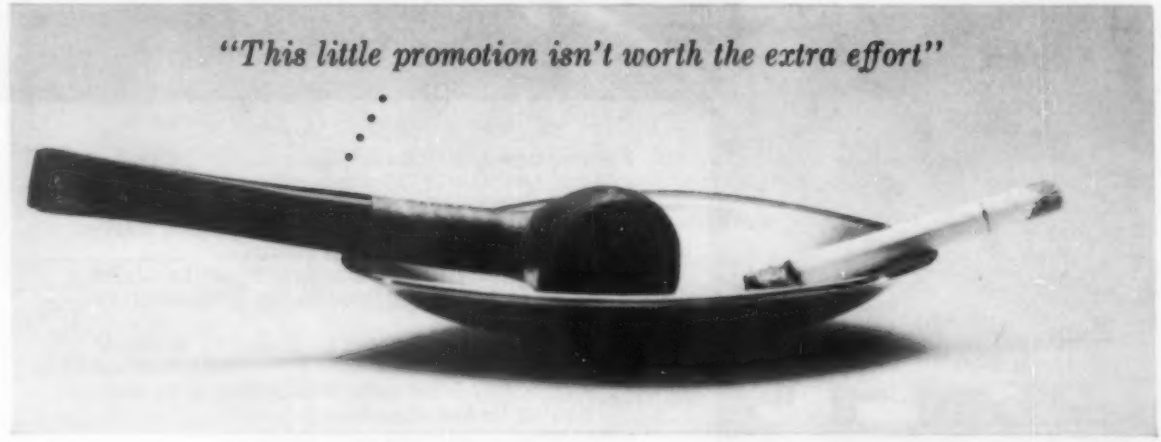
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